



# FINAL REPORT

## GRAND RAPIDS POLICE DEPARTMENT TASK FORCE ON POLICE POLICIES AND PROCEDURES

### Submitted by

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# TABLE OF CONTENTS

21CP Team	3
Introduction	4
Charge to the Task Force	4
Description of the Process	5
Community Input and Feedback	6
Finalizing the Recommendations to Reduce Disparate Outcomes in Policing	6
Appendix A: 38 Recommendations of the Grand Rapids Task Force on Police Policies and Procedures	7
Appendix B: Grand Rapids Police Department Response to the Task Force Recommendations	12
Appendix C: 21CP Assessment of the Grand Rapids Police Department's Implementation of the Recommendations from The President's Task Force on 21st Century Policing	25
Appendix D: Response to the Assessment of the Grand Rapids Police Departments Implementation of the Recommendations from the President's Task Force on 21st Century Policing	29
Appendix E: Minutes of Meetings	32
Minutes of Meeting on November 11, 2017	32
Minutes of Meeting on Dec. 6, 2017	45
Minutes of Meeting on January 3, 2018	50
Minutes of Meeting on February 7, 2018	62
Minutes of Meetings on March 7, 2018	65
Minutes of Meeting on April 12, 2018	81
Minutes of Meeting on May 2, 2018	83
Minutes of Meetings on June 6, 2018	84
Minutes of Meeting on July 12, 2018	93
Minutes of Meeting on August 1, 2018	96
Minutes of Meeting on September 5, 2018	99
Minutes of Meetings on October 24, 2018	104



# 21CP TEAM



## **Ron Davis, Former Director, Office of Community Oriented Policing Services (COPS)**

Ron Davis served as the director of the COPS Office between 2013-2016 and served as the Executive Director for The President's Task Force on 21st Century Policing which produced a national report focused on what good policing looks like in the current context. The report focused on six pillars: Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Training and Education, and Officer Safety and Wellness. Mr. Davis came to the COPS Office from the East Palo Alto Police Department, where he served as Chief of Police since 2005. Davis also worked with the Oakland Police Department for 19 years, where he rose to the rank of Captain and served in assignments including Police Academy Director, Criminal Investigations Commander, Patrol Commander and Inspector General of the Police Department.

## **Commissioner Charles Ramsey (ret.)**

Commissioner Charles Ramsey served as the co-chair of The President's Task Force on 21st Century Policing in 2015. Charles Ramsey is the former Commissioner of the Philadelphia Police Department. Prior to assuming that post in January 2008, he had served as Chief of the Metropolitan Police Department of the District of Columbia (MPDC) from 1998 to early 2007. A native of Chicago, Illinois, he joined the Chicago Police Department as an 18-year-old cadet in 1968. He rose through the ranks and in 1992 spent two years as a Deputy Chief of the police force's Patrol Division. In 1994, he was appointed Deputy Superintendent. He has 50 years of law enforcement experience in 3 of the largest jurisdictions in the country.

## **Chief Roberto Villaseñor (ret.)**

Chief Roberto Villaseñor is the retired Chief of Police of the Tucson Police Department in Tucson Arizona. He was born and raised in Tucson, Arizona. In October 1980 he joined the Tucson Police Department, holding many different assignments and working his way up the ranks until being appointed Chief of Police in May 2009. He retired in 2015 after a 35-year career. He served on The President's Task Force on 21st Century Policing.

## **Sean Smoot**

Mr. Smoot serves as Director and Chief Counsel for the Police Benevolent & Protective Association of Illinois ("PB&PA") and the Police Benevolent Labor Committee ("PBLC"). In those capacities he is responsible for administering the provision of legal services for over 7,500 legal defense plan participants. Mr. Smoot was a member of the Executive Session on Policing and Public Safety at the Kennedy School of Government, Harvard University 2008-2014. He also served on The President's Task Force on 21st Century Policing.

## **James Copple, Facilitator**

Mr. Copple is the co-founder of Strategic Applications International, a consulting firm engaged in building the capacity of nonprofit, government and corporations to tackle major social change issues such as police community relations, underage drinking, crime, violence and substance abuse, human trafficking, poverty, gender-based violence, HIV/AIDS, women empowerment, youth development and other domestic and international development issues. Mr. Copple is the founding president of Community Anti-Drug Coalitions of America and author of the Drug Free Communities Act passed in 1997, which has put over \$1 billion into prevention work in cities across the United States over the last 20 years. Mr. Copple facilitated The President's Task Force on 21st Century Policing under the direction of the COPS Office.

## **Colleen Copple, Facilitator**

Ms. Copple is the co-founder of Strategic Applications International. Ms. Copple has 25 years of experience with community policing from a local to an international level. She served as Asst. Deputy Director of the National Crime Prevention Council, worked in the Community Capacity Development Office (CCDO) in the Office of Justice Programs for 5 years where her work was nominated by the Dept. of Justice for the Kennedy School of Government Innovations in Government Award. Ms. Copple provided co-facilitation support for The President's Task Force on 21st Century Policing.



# INTRODUCTION

In 2016, the City of Grand Rapids contracted with Dr. John Lamberth and Sheriff Jerry Clayton from “Lamberth Consulting” to prepare a comprehensive analysis of traffic stops conducted by the Grand Rapids Police Department. The analysis, which was completed in 2017, revealed statistically significant disparities in the stops and searches of certain minority groups. The study provided a series of recommendations to address these disparities, including the creation of a Task Force composed of community members and police.



Specifically, Recommendation #2 states:

Grand Rapids should immediately begin a comprehensive review of its policies and procedures to determine whether any of these administrative tools contribute to the over stopping of Black motorists.

This review should be conducted by a group that consists of the Chief, Command Staff representatives, other supervisory levels and officers as well as at least one external policing expert. In addition, this group should include one or more members of the Grand Rapids Community.

As a result, the City of Grand Rapids contracted with 21CP Solutions, LLC in Oct. 2017 to facilitate a process with the City and the Police Department to review police policies and procedures. A Task Force made up of the Chief of Police, Command staff representatives, other supervisory levels and officers and members of the Grand Rapids Community was formed to jointly review policies and procedures.

## CHARGE TO THE TASK FORCE <sup>[1]</sup>

The Task Force was established by the City Commission to address actual or perceived disparities in Grand Rapids. The hope was that the Task Force would also improve community and police relations in Grand Rapids.

The goal of the Task Force was to ensure that the police department upholds policies and procedures that:

- **ENABLE EFFECTIVE LAW ENFORCEMENT**
- **RESPECT THE RIGHTS AND DIGNITY OF ALL RESIDENTS**
- **ENSURE EQUITABLE OUTCOMES FOR EVERYONE**
- **FOLLOW NATIONWIDE BEST PRACTICES**

[1] Police Policy and Procedure Review Task Force. (2019, January). Retrieved May 1, 2019, from <https://www.grandrapidsmi.gov/Government/Programs-and-Initiatives/Police-Policy-and-Procedure-Review-Task-Force>



# Task Force Membership

Task Force members included both community and police representation. Residents were nominated from each ward. On the police side, the Chief of Police and representatives from all ranks and police unions were selected. The City Attorney's Office served as the staff liaison for the Task Force.

Community membership included: Marques Beene, Janay Brower, Sonja Forte, Ed Kettle, Maria Moreno-Reyes, Huemartin Robinson II, and Raynard Ross. Police members included: Chief David Rahinsky, Deputy Chief Eric Payne, Captain Michael Maycroft, Lt. John Bylsma, Sgt. Jana Forner, Officer Dan Adams and Officer Andrew Bingel.

The Task Force selected Co-chairs to lead the meetings during their January meeting. Raynard Ross was selected as the Community representative and Deputy Chief Eric Payne was selected as the police department representative. The Co-chairs served as liaisons with the consultant team from 21CP and SAI.

## Description of the Process

The Task Force was provided technical expertise through a partnership with 21st Century Policing Solutions (21CP) in collaboration with Strategic Applications International (SAI) who facilitated the Task Force monthly meetings using a multi-step process. The Task Force members elected to meet as a committee of the whole rather than form sub-committees to examine individual police policies and procedures.

Step 1: 21CP and the Task Force identified the key issue(s) that most likely contribute to the racial disparities outlined in the Lamberth report. Topics agreed upon by the Task force included:

1. Staffing and Deployment
2. Internal Affairs (Accountability)
3. Training
4. Youth Policy (this was added at the request of the police chief)
5. Community Policing and Crime Reduction
6. Recruiting and Hiring

Step 2: The Task Force received a briefing from the GRPD on its current policies and procedures on the key issue under review for that meeting. Task Force members raised questions and sought clarification from the GRPD on the information presented.

Step 3: In the following meeting, 21CP provided an expert review of the policies and procedures relevant to the topic presented by the GRPD in the previous meeting and offered external technical expertise and feedback to the Task Force reflecting national best practices and emerging innovations on that topic.

Step 4: 21CP drafted Recommendation language for review and approval by the Task Force for each topic following the presentations by GRPD and 21CP and in-depth Task Force discussions.

Step 5: The Task Force convened quarterly public meetings to get community feedback on the issues under discussion. Small group discussions facilitated by the Task Force members ensured that all community participants had a voice and Task Force members were able to hear and interact directly with the community.



Step 6: The Task Force, armed with information from the GRPD, 21CP and the community, conducted deliberations to finalize recommendations that were then presented to the City Council.

## 21CP Assessment of GRPD

In addition to facilitating the Task Force meetings and their development of recommendations, 21CP was asked to conduct its own assessment of the Grand Rapids Police Department status in implementing of the Final Report of The President’s Task Force on 21st Century Policing. That assessment is provided in Appendix C. The GRPD response to the assessment is provided in Appendix D.

MEETING SCHEDULE	Task Force meetings were held:		Community Meetings were held:	
	<ul style="list-style-type: none"><li>• Nov. 11, 2017</li><li>• Dec. 6, 2017</li><li>• Jan. 3, 2018</li><li>• Feb. 7, 2018</li><li>• Mar. 7, 2018</li><li>• April 12, 2018</li></ul>	<ul style="list-style-type: none"><li>• May 2, 2018</li><li>• June 6, 2018</li><li>• July 12, 2018</li><li>• Aug. 1, 2018</li><li>• Sept. 5, 2018</li><li>• Oct. 24, 2018</li></ul>	<ul style="list-style-type: none"><li>• Dec. 6, 2017</li><li>• March 7, 2018</li><li>• June 6, 2018</li><li>• Oct. 24, 2018</li></ul>	

## Community Input and Feedback

Four community meetings (one per quarter) were held to facilitate broad community input and feedback on the topics under consideration by the Task Force and the draft recommendations being developed in each of the topic areas. Small groups were used so that all community meeting participants were able to provide direct feedback. Task Force members co-facilitated the small groups so that they could hear directly from community members. Results from community meetings were posted to the City website and are provided in the minutes of the Task Force meetings attached to the final report.

## Finalizing the Recommendations to Reduce Disparate Outcomes in Policing

The Task Force processed feedback from the community meetings and from the GRPD on the specific recommendations made by 21CP for each of the topics and then voted to approve their final recommendations for submission to the City Commission. There were 38 recommendations made by the Task Force in total. The GRPD has taken the recommendations under advisement and has provided a written response to each of the recommendations. Many of the recommendations have been accepted and acted on. Seven of the recommendations the GRPD agreed to in part. Explanations of their reasons were also provided in writing.

## Conclusion

The City of Grand Rapids and the Grand Rapids Police Department have demonstrated a commitment to dig deeper in understanding the impact of policies, procedures and police practices on the effectiveness, equity and fairness of making the community safe for everyone. The GRPD is part of only 5% of law enforcement agencies nationwide that are certified by the Commission on Accreditation for Law Enforcement Agencies (CALEA). That certification requires regular reviews of policies and procedures that can be used to monitor the impact of the implementation of the recommendations of the Task Force.



## APPENDIX A: 38 RECOMMENDATIONS OF THE GRAND RAPIDS TASK FORCE ON POLICE POLICIES AND PROCEDURES<sup>[2]</sup>

### Introduction

In 2016, the City of Grand Rapids contracted with Dr. John Lamberth and Sheriff Jerry Clayton from “Lamberth Consulting” to conduct a comprehensive analysis of traffic stops conducted by the Grand Rapids Police Department. The analysis, which was completed in 2017, revealed statistically significant disparities in the stops and searches of certain minority groups. The study provided a series of recommendations to address these disparities, including the creation of a Task Force composed of community members and police.

Specifically, Recommendation #2 states:

Grand Rapids should immediately begin a comprehensive review of its policies and procedures to determine whether any of these administrative tools contribute to the over stopping of Black motorists.

This review should be conducted by a group that consists of the Chief, Command Staff representatives, other supervisory levels and officers as well as at least one external policing expert. In addition, this group should include one or more members of the Grand Rapids Community.

The Task Force was formed in October 2017 and identified six key areas of focus to meet the Lamberth recommendations.

#### **1. Staffing and Deployment**

#### **2. Internal Affairs (Accountability)**

#### **3. Training**

#### **4. Youth Policy (this was added at the request of the police chief)**

#### **5. Community Policing and Crime Reduction**

#### **6. Recruiting and Hiring**

Below is a list of the 38 recommendations the Task Force identified in the aforementioned areas. This is the final report presented to the community in the Oct. 24, 2018 meeting.

### 1. Staffing and Deployment

#### **Recommendation 1.1:**

GRPD should conduct a comprehensive staffing and deployment analysis, including but not limited to the evaluation of the current Beat configuration, and an assessment of the current and future staffing needs (both sworn and civilian) of the Department based on service demands and the comprehensive adoption of community policing.

[2] Police Policy and Procedure Review Task Force. (2019, January). Retrieved May 1, 2019, from <https://www.grandrapidsmi.gov/Directory/Programs-and-Initiatives/Police-Policy-and-Procedure-Review-Task-Force/Recommendations>





**Recommendation 1.2:**

GRPD should develop policies that provide clear guidance to officers regarding their expected duties and responsibilities when deployed to proactive patrols and while participating in specific crime initiatives and responses.

**Recommendation 1.3:**

Prior to the increasing sustained enforcement activities in a Beat or area and when it does not compromise officer safety, GRPD should conduct a public meeting in that impacted Beat or area, give the community notice of these activities, and identify expected outcomes.

**Recommendation 1.4:**

Whenever GRPD initiates a new crime strategy or deploys additional enforcement resources, for a sustained period of time, to a Beat or specific area, GRPD should conduct a monthly evaluation – including a review of stop, search and arrests data – to identify if the activities are resulting in disparate effects by race.

**Recommendation 1.5:**

As recommended in the Lamberth report, GRPD should immediately conduct an analysis of its 2016 stop data.

**Recommendation 1.6:**

As recommended in the Lamberth report, GRPD should expand its stop data collection in the following areas (Lambert, p. 73):

- A. Accurately record race and ethnicity of motorists;
- B. Collect more data on post stop activity, e.g. were motorists asked to exit their vehicles and/or were they handcuffed;
- C. Revise the type of stop data to be more inclusive of the type of moving or equipment violations recorded; and
- D. When the motorist, passenger or vehicle is searched, record the results of these searches.

**Recommendation 1.7:**


GRPD should conduct regular analyses of its stop data – both at the aggregate and individual officer's level to ensure deployment patterns and crime strategies are not resulting in racially disparate effects.

**Recommendation 1.8:**

GRPD should partner with a local academic institution to assist with its ongoing stop-data collection and analysis to ensure all analysis is based on credible methodologies and benchmarks.

**Recommendation 1.9:**

GRPD should participate in the "Police Open Data Initiative" facilitated by the Police Foundation and post all stop and search data and analysis publicly.



## 2. Internal Affairs

**Recommendation 2.1:**

GRPD should add clear prohibitions against conflicts of interests to existing policies.



#### **Recommendation 2.2:**

Complaint Filing Procedure E.2 should be modified to require that police personnel who are notified by a community member that they want to file a complaint against a member must direct that complaint to Internal Affairs or an on-duty supervisor to initiate the complaint process.

**\*NOTE:** The current policy refers community members to the Internal Affairs Unit, which is only open during normal business hours. This may cause the department to lose an opportunity to learn about potentially inappropriate behavior or deficient performance. It may also interfere with a supervisor's ability to resolve the incident as appropriate and/ or impact the ability of the department to gather relevant information that may prove useful toward exonerating or sustaining a complaint.

#### **Recommendation 2.3:**

Complaint Filing Procedure E.2 should be revised to allow an on-duty supervisor to complete the Complaint Intake Report and, when necessary, advise Internal Affairs of any situation that requires an IA response.

#### **Recommendation 2.4:**

GRPD should develop and widely distribute across the community a "Complaint Brochure" that describes the complaint and appeal processes in a clear, concise, and accessible manner.

#### **Recommendation 2.5:**

GRPD should conduct an analysis of community complaints for the past 5 years to identify any patterns and trends.

#### **Recommendation 2.6:**

GRPD should complete and publish a complaint summary report on an annual basis that provides a comprehensive report and analysis of the aggregate data on complaint patterns and trends.

#### **Recommendation 2.7:**

GRPD should expand its Early Intervention System (EIS) to include stop and search data.

### **3. Training**

#### **Recommendation 3.1:**

GRPD should conduct an annual training needs assessment to identify continual professional training courses that includes consideration of information (and lessons learned) from community complaints and feedback, stop and search data analysis, uses of force, and assaults against officers.

#### **Recommendation 3.2:**

GRPD should include community members and relevant stakeholder groups in the development and presentation of officer training.





### Recommendation 3.3:

GRPD should, in partnership with the community, develop and provide training on “cultural competency” with a focus on communities that have been historically disenfranchised by law enforcement, and typically have generational mistrust with the police. These groups include, but are not limited to, immigrants, LGBTQ, and communities of color.

## 4. Youth Policy

**The recommendations below have been provided to the Task Force and GRPD for their consideration. The GRPD Youth policy has been completed by GRPD and adopted by the City Commission. Not all recommendations were adopted.**

### Recommendation 4.1:

The policy should contain a statement that states:

- A. A recognition that juveniles are still in the stage of developing and learning and may have already experienced trauma that is shaping their behavioral response.
- B. The formal juvenile justice process is to be avoided unless clearly indicated by the juvenile's behaviors and unless alternatives do not exist.
- C. The least restrictive alternative is used to address the juvenile problems.
- D. All juveniles are to be treated fairly regardless of race, gender, sexual orientation, ethnic and religious background, etc.

### Recommendation 4.2:

Prohibit the handcuffing of a child under the age of 12 unless exigent circumstances are present such as violent behavior, possession of a firearm, etc. It is important for officers to determine the context and situation when they handcuff a youth.

### Recommendation 4.3:

The policy should require supervisors respond to the scene whenever a minor 12 or under is handcuffed.

### Recommendation 4.4:

If a youth has been frisked or searched, officers shall notify the youth's parent or guardian. This notification should be made within 24 hours.

### Recommendation 4.5:

Policy should require officers receive cohesive training that enable officers to understand adolescent development; cultural differences among youth; mental health and trauma issues; and effective strategies for youth engagement, intervention and crisis response.

### Recommendation 4.6:

Clarification on how officers interact with youth, what levels of intervention they use, especially in school settings, and recognizing that police interactions can lead to trauma in children (trauma exposed children).





#### **Recommendation 4.7:**

Referencing General Procedures Sec. 5, Line B, “Utilizing appropriate resources, such as CPS or DART.” This needs stronger language than just “using.”

- A. GRPD should consider putting into place a strategy that focuses on chronic youth offenders, regardless of age. A community-team approach that involves Child Protective Services, Schools/Education/and PD. This strategy has been very effective in communities that face repeat offenders or chronic or habitual youth offenders.
- B. Engagement and partnership with Child Protective Services is crucial. This has been a major lesson and practice as a result of the work of the National Alliance for Drug-Endangered-Children.
- C. Having CPS on the ground when children are involved in an arrest environment is a proactive intervention.

## **5. Community Policing and Crime Reduction**

#### **Recommendation 5.1:**

Recognizing that community policing works best when it is supported by elected leaders and is a subset of community-based governance; the Mayor and City Commission should adopt a Resolution that mandates community policing as the operating philosophy of the police department and require all city departments to contribute to enhance public safety through community collaboration.

#### **Recommendation 5.2:**

GRPD should develop a citywide community policing plan that incorporates crime reduction strategies, community engagement and partnerships, and police department oversight.

#### **Recommendation 5.3:**

GRPD should include community members in its CompStat process.

#### **Recommendation 5.4:**

Develop a patrol strategy that allows Beat officers time to engage with the community in non-enforcement activities (e.g., foot and bicycle patrols).

#### **Recommendation 5.5:**

Require Problem-Oriented Policing (POP) training to all sworn officers. This training teaches officers how to solve community problems in partnership with the community and through a mode that is comprehensive and evidence-based.

#### **Recommendation 5.6:**

Incorporate the core principles of community policing - engagement, collaboration, problem-solving, and building trust and legitimacy in annual performance evaluations for all officers.

#### **Recommendation 5.7:**

GRPD Beat officers should be required, and given the time, to initiate and complete at least one POP project on a quarterly basis.



**Recommendation 5.8:**

GRPD should develop a specific POP incentive program(s) that recognizes and highlights GRPD staff - both sworn and civilian - in problem-solving with the community.

## 6. Recruiting and Hiring

**Recommendation 6.1:**

The City and GRPD continue its recruitment outreach efforts with a specific focus on minority recruitment and retention.

**Recommendation 6.2:**

The City and GRPD continue the “Intern” program and provide sufficient resources to increase participation.

**Recommendation 6.3:**

The City continues to use community members as part of the interview process of applicants.

**Recommendation 6.4:**

The City consider engaging in a national recruitment effort to increase the diversity pool and outreach efforts.



## APPENDIX B: GRAND RAPIDS POLICE DEPARTMENT RESPONSE TO THE TASK FORCE RECOMMENDATIONS <sup>[3]</sup>

In early 2017 the City of Grand Rapids contracted with 21CP to facilitate a Policy and Procedure Review Task Force that was made up of all ranks of the Grand Rapids Police Department and members of the community, who were appointed by the Mayor and City Commission. The Task Force was charged with reviewing the policies and procedures of the Grand Rapids Police Department for practices that could lead to disparate outcomes in the issuing of traffic citations and searches.

The Task Force has been meeting once a month for the past year, with every third meeting open to the general public. The conversation was constructive and impassioned on both sides, with multiple ideas and changes coming to fruition.

Now that the Task Force has completed its directive, 21CP has compiled a final report on its recommendations. This report is a response to those suggestions, outlining things that the department is currently performing and addressing those items that would require additional resources.

The Grand Rapids Police Department remains dedicated to the most progressive, professional, and responsive service it can bring to the citizens of Grand Rapids. From programs like this Task Force to Policing at the Speed of Trust, the men and women of the GRPD have undertaken unprecedented efforts to improve relationships with the community they serve.

(3) Rahinsky, D., Chief. (n.d.). Response to 21st Century Policing's Recommendations to the Policy and Procedure Review Task Force. Retrieved May 1, 2019, from <https://www.grandrapidsmi.gov/files/assets/public/initiatives/police-policy-and-procedure-task-force/files/response-to-recommendations.pdf>





## 1. Staffing and Deployment

### Recommendation 1.1:

GRPD should conduct a comprehensive staffing and deployment analysis, including but not limited to the evaluation of the current Beat configuration, and an assessment of the current and future staffing needs (both sworn and civilian) of the Department based on service demands and the comprehensive adoption of community policing.

Agreed: The Grand Rapids Police Department has been requesting additional staffing for a number of years. In an effort to increase police & community relations, the department has invested heavily in ways to increase non-enforcement contacts with members of the public. The department has created a Community Engagement Unit and the position of Community Policing Specialist. However, current staffing levels make it difficult for personnel assigned to those positions to not get pulled into more traditional enforcement activities.

The City of Grand Rapids has moved forward with the request for a study, and bids were accepted from experienced companies. A vendor was selected utilizing the city's process. An agenda item seeking commission approval will be presented to Committee of the Whole on November 27, 2018.

The study will provide a comprehensive analysis of the department's personnel needs, sworn and civilian, and will look at additional factors, such as crime rates and geography.

### Recommendation 1.2:

GRPD should develop policies that provide clear guidance to officers regarding their expected duties and responsibilities when deployed to proactive patrols and while participating in specific crime initiatives and responses.

Agreed: The Grand Rapids Police Department has extensive policies regarding topics outlined in this recommendation. These include the Field Interrogation policy, Manual of Conduct, and Unbiased Policing policy. In addition, the GRPD utilizes its Record Management System (RMS) to direct officers to areas requiring additional or specialized enforcement. These Service Area Referrals are input by the Service Area Captain and include enforcement expectations, directions, and limitations. Based on the recommendation from 21CP, the Captains will be directed to provide the clear guidance suggested.

### Recommendation 1.3:

Prior to the increasing sustained enforcement activities in a Beat or area and when it does not compromise officer safety, GRPD should conduct a public meeting in that impacted Beat or area, give the community notice of these activities, and identify expected outcomes.





Agreed: The Grand Rapids Police Department recognizes the need for communication and transparency within the neighborhoods. Whenever possible, a public meeting will be held to discuss sustained enforcement activities.

The department has expanded the use of Public Information Officers (PIO), social media, and mainstream press releases by coordinating closely with the city's communication office.

In addition, the department is researching methods where the Service Area Captain and PIO could address neighborhood questions and concerns, where increased enforcement efforts would be taking place. These can be achieved using the already well established relationships with the Neighborhood Associations.

**Recommendation 1.4:**

Whenever GRPD initiates a new crime strategy or deploys additional enforcement resources, for a sustained period of time, to a Beat or specific area, GRPD should conduct a monthly evaluation – including a review of stop, search and arrests data – to identify if the activities are resulting in disparate effects by race.

Agreed: The GRPD meets weekly to hold IOS – Intelligence Operation Summary meetings. These meetings are a monthly review crime strategies and resource deployment for the five Service Area. Reviews include, but are not limited to, stop, search and arrest data. The results of the enforcement efforts will be evaluated through a lens of racial equity.

**Recommendation 1.5:**

As recommended in the Lamberth report, GRPD should immediately conduct an analysis of its 2016 stop data.

Agreed in part: The Grand Rapids Police Department is committed to continually analyzing available data for the purpose of identifying disparate outcomes and providing professional service. With many of the recommendations, however, personnel becomes an issue. The current staffing level of the department does not allow for the temporary reassignment of personnel to long-term projects.

The 2016 Lamberth study also brought into question the best practices for collecting stop data and traveling population demographics. The GRPD supports the competitive bid process adopted by the City of Grand Rapids to ensure the most professional and capable consultants are identified to provide these valuable services.

City Commission and community input recognized that an immediate review of stop data regarding past years was of limited value. It was decided collaboratively that a bias free policing policy would be put into effect and training undertaken prior to embarking on another traffic study.



#### Recommendation 1.6:

As recommended in the Lamberth report, GRPD should expand its stop data collection in the following areas (Lambert, p. 73):

- A. Accurately record race and ethnicity of motorists;
- B. Collect more data on post stop activity, e.g. were motorists asked to exit their vehicles and/or were they handcuffed;
- C. Revise the type of stop data to be more inclusive of the type of moving or equipment violations recorded; and
- D. When the motorist, passenger or vehicle is searched, record the results of these searches.

Agreed in part: Michigan Drivers Licenses do not contain racial demographic information. It has been recognized that officer identification is imperfect, while asking drivers how they self-identify would be intrusive and inappropriate.

This information is contained in the required incident reports that are completed after a traffic stop that would result in any of the above described actions. The department can investigate ways to streamline the recording of this information into the officer's log automatically and calculate the statistics for review.

#### Recommendation 1.7:

GRPD should conduct regular analyses of its stop data – both at the aggregate and individual officer's level to ensure deployment patterns and crime strategies are not resulting in racially disparate effects.

Agreed in part: As part of the CALEA accreditation, the GRPD is required to conduct annual reviews of traffic stop data, racial profiling complaints, and analysis of the Early Warning System. These analyses would be able to highlight any disparate effects of officer activities.

Conducting individual officer level review, without the context of a traffic study, provides no relevance to the data.

#### Recommendation 1.8:

GRPD should partner with a local academic institution to assist with its ongoing stop-data collection and analysis to ensure all analysis is based on credible methodologies and benchmarks.

Agreed: The GRPD will be looking for an academic institute that that can assist with this undertaking. As this may involve an expenditure of city dollars, an RFP to include the scope of services, will have to be prepared. City Commission approval will be needed before entering into any contract.

#### Recommendation 1.9:

GRPD should participate in the "Police Open Data Initiative" facilitated by the Police Foundation and post all stop and search data and analysis publicly.

Agreed: Chief Rahinsky and department leaders are currently participating in a variety of open data initiatives and will also consider the projects by the Police Foundation.



## 2. Internal Affairs (IAU)

### Recommendation 2.1:

GRPD should add clear prohibitions against conflicts of interests to existing policies.

Agreed: Conflict of interest language was added to the GRPD's Internal Affairs Policy that expressly prohibits IAU personnel from investigating subjects or complaints where they have a, or may have a perceived, conflict of interest.

### Recommendation 2.2:

Complaint Filing Procedure E.2 should be modified to require that police personnel who are notified by a community member that they want to file a complaint against a member must direct that complaint to Internal Affairs or an on-duty supervisor to initiate the complaint process.

**\*NOTE:** The current policy refers community members to the Internal Affairs Unit, which is only open during normal business hours. This may cause the department to lose an opportunity to learn about potentially inappropriate behavior or deficient performance. It may also interfere with a supervisor's ability to resolve the incident as appropriate and/ or impact the ability of the department to gather relevant information that may prove useful toward exonerating or sustaining a complaint.

Agreed: The GRPD's Internal Affairs Policy was modified to reflect this recommendation. Internal Affairs complaints may now be taken by on-duty supervisors and forwarded to the IAU for investigation. Patrol supervisors have been trained on how to respond to complaints, with the ability to attempt resolution, without dissuading a community member from following through with a complaint.

### Recommendation 2.3:

Complaint Filing Procedure E.2 should be revised to allow an on-duty supervisor to complete the Complaint Intake Report and, when necessary, advise Internal Affairs of any situation that requires an IA response.

Agreed: See response above to recommendation 2.2.

### Recommendation 2.4:

GRPD should develop and widely distribute across the community a "Complaint Brochure" that describes the complaint and appeal processes in a clear, concise, and accessible manner.

Agreed: The IAU community pamphlet has been updated to reflect the changes made above and is available in hard copy, in both English and Spanish, around the city and on various websites and links.





#### **Recommendation 2.5:**

GRPD should conduct an analysis of community complaints for the past 5 years to identify any patterns and trends.

Agreed: As part of the CALEA process, the GRPD is required to conduct an in- depth analysis of Internal Affairs complaints on an annual basis. The purpose is to identify any trends or issues, as well as prescribe to best practices and adherence to policy.

The GRPD utilizes one of the professions finest early intervention software programs, I.A. Pro. I.A. Pro provides a broad range of proactive early intervention support features. Included are nine different configurable thresholds, peer group analysis, and a variety of ranking and comparison reports.

#### **Recommendation 2.6:**

GRPD should complete and publish a complaint summary report on an annual basis that provides a comprehensive report and analysis of the aggregate data on complaint patterns and trends.

Agreed: The GRPD will included the above described information in the annual report and make it available to city leaders, stakeholders, and to the community through the department's website.

#### **Recommendation 2.7:**

GRPD should expand its Early Intervention System (EIS) to include stop and search data.

Agreed: The GRPD utilizes one of the professions finest early intervention software programs, I.A. Pro. I.A. Pro provides a broad range of proactive early intervention support features. Included are nine different configurable thresholds, peer group analysis, and a variety of ranking and comparison reports. Stop and Search Complaints will be incorporated into these thresholds.

### **3. Training**

#### **Recommendation 3.1:**

GRPD should conduct an annual training needs assessment to identify continual professional training courses that includes consideration of information (and lessons learned) from community complaints and feedback, stop and search data analysis, uses of force, and assaults against officers.

Agreed: The GRPD's Training Unit compiles a comprehensive training calendar every year. Training needs are identified through a number of sources: required re-certifications, needs of the agency, local and national trends, best practices, CALEA requirements, annual analyses, and MCOLES mandates.

In addition, public input will be sought and incorporated into the annual needs assessment to identify community priorities. Community priorities will be aligned with departmental goals and objectives. Input will be solicited from the Public safety Committee, Impact, ALPACT, CRC and CAB.



### **Recommendation 3.2:**

GRPD should include community members and relevant stakeholder groups in the development and presentation of officer training.

Agreed: The GRPD has included community members in many of its recent training opportunities. Bias Free Policing, by Dr. Lori Fridell, was a joint police and community undertaking which resulted in the departments Bias Free Policing Policy. Policing at the Speed of Trust, which is currently ongoing, pairs officers and community stakeholders in a one on one dynamic learning atmosphere.

Public input will be sought and incorporated into the annual needs assessment to identify community priorities/ Community priorities will be aligned with departmental goals and objectives

### **Recommendation 3.3:**

GRPD should, in partnership with the community, develop and provide training on “cultural competency” with a focus on communities that have been historically disenfranchised by law enforcement, and typically have generational mistrust with the police. These groups include, but are not limited to, immigrants, LGBTQ, and communities of color.

Agreed: The GRPD has taken aggressive steps to address training in the area of cultural competency and unbiased policing. The department has trained approximately a dozen personnel as unbiased policing instructors and the entire agency has attended the training.

New recruits receive training in unbiased policing, using the traffic stop study as the historical and local context. The agency has also partnered with Franklin Covey to train the entire agency, along with an equal number of community members, in Policing at the Speed of Trust.

Department personnel continue to participate in the city’s Racial Equity in Action Leadership (REAL) cohorts. Opportunities for additional cultural competency training, to include a focus on historically disenfranchised communities, will be sought.

## **4. Youth Policy**

The recommendations below have been provided to the Task Force and GRPD for their consideration. The GRPD Youth policy has been completed by GRPD and adopted by the City Commission.



#### **Recommendation 4.1:**

The policy should contain a statement that states:

- A. A recognition that juveniles are still in the stage of developing and learning and may have already experienced trauma that is shaping their behavioral response.
- B. The formal juvenile justice process is to be avoided unless clearly indicated by the juvenile's behaviors and unless alternatives do not exist.
- C. The least restrictive alternative is used to address the juvenile problems.
- D. All juveniles are to be treated fairly regardless of race, gender, sexual orientation, ethnic background, etc.

Agreed: (A) is addressed through training on the new policy and integrated skills training.  
(B) and (C) are essentially the same and are already addressed in the policy.  
(D) is addressed in the Unbiased Policing policy and would be redundant here.

#### **Recommendation 4.2:**

Prohibit the handcuffing of a child under the age of 12 unless exigent circumstances are present such as violent behavior, possession of a firearm, etc. It is important for officers to determine the context and situation when they handcuff a youth.

Agreed: The Youth Policy is currently being modified to incorporate this recommendation. Policy modifications will be addressed internally and shared with community stakeholders.

#### **Recommendation 4.3:**

The policy should require supervisors respond to the scene whenever a minor 12 or under is handcuffed.

See above.

#### **Recommendation 4.4:**

If a youth has been frisked or searched, officers shall notify the youth's parent or guardian. This notification should be made within 24 hours.

Agreed: This recommendation is already included in an existing policy. GRPD policy 8-1 Field Interrogations E. 6. f. (7) states that any juvenile who is searched or frisked must have his/her parent or guardian contacted after the completion of the stop.

#### **Recommendation 4.5:**

Policy should require officers receive cohesive training that enable officers to understand adolescent development; cultural differences among youth; mental health and trauma issues; and effective strategies for youth engagement, intervention and crisis response.





Agreed: GRPD personnel receive extensive training regarding cultural differences, mental health, and trauma. This training occurs both in-house prior to deployment and in-service throughout the officers' careers.

The GRPD has also recently developed integrated skills training regarding juvenile contacts, use of force, and decision making. This training includes the use of youth specific video scenarios for application in the department's MILO system.

Finally, patrol personnel are cycled through temporary assignments to the Boys and Girls Clubs Youth Centers of Grand Rapids, in order to have a more direct contact with our youth and to better understand youth related issues.

**Recommendation 4.6:**

Clarification on how officers interact with youth, what levels of intervention they use, especially in school settings, and recognizing that police interactions can lead to trauma in children (trauma exposed children).

Agreed: As part of the continuing effort to improve relations with Grand Rapids' youth, and in compliance with CALEA accreditation, the GRPD instituted the Youth Interaction policy, which specifically requires personnel to use the "most reasonable, and least restrictive, alternative consistent with public safety, officer safety, maintenance of public order, department policy and the rights of the youth."

**Recommendation 4.7:**

Referencing General Procedures Sec. 5, Line B, "Utilizing appropriate resources, such as CPS or DART." This needs stronger language than just "using."

- A. GRPD should consider putting into place a strategy that focuses on chronic youth offenders, regardless of age. A community-team approach that involves Child Protective Services, Schools/Education/and PD. This strategy has been very effective in communities that face repeat offenders or chronic or habitual youth offenders.
- B. Engagement and partnership with Child Protective Services is crucial. This has been a major lesson and practice as a result of the work of the National Alliance for Drug-Endangered-Children.
- C. Having CPS on the ground when children are involved in an arrest environment is a proactive intervention.

Agreed in part: The policy language cannot be made any "stronger" because it relies on the availability of resources that are outside the control of the GRPD.

The suggestions made in this recommendation are more in line with a program, and would require coordination and understanding with additional agencies.

While they no doubt yield positive results, it is a substantial undertaking compared to the already inadequate available resources that the GRPD has available for such programming.



The department already engages in a number of efforts to forge positive relationships with Grand Rapids youth, particularly those in at-risk settings. Despite the shortage of personnel, the department continues to fully staff the Boys and Girls Clubs, as well as running programs such as On Base and the Youth Police Academy.

## 5. Community Policing and Crime Reduction

### Recommendation 5.1:

Recognizing that community policing works best when it is supported by elected leaders and is a subset of community-based governance; the Mayor and City Commission should adopt a Resolution that mandates community policing as the operating philosophy of the police department and require all city departments to contribute to enhance public safety through community collaboration.

Agreed in part: The GRPD works collaboratively with elected officials and community leaders. The GRPD utilizes community policing as both an organizational model and a policing philosophy. It will be left to the discretion of the City Manager and Commissioners regarding any potential resolution committing to a police department operational philosophy.

### Recommendation 5.2:

GRPD should develop a citywide community policing plan that incorporates crime reduction strategies, community engagement and partnerships, and police department oversight.

Agreed: The Grand Rapids Police Department has been committed to the concept of community policing since 1998. In that year, the GRPD created the Service Area model for the city, with each Service Area being commanded by a Captain.

At the same time the department created the position of Community Policing Officer, in order to address the neighborhood specific concerns in their assigned area. Chief Rahinsky has continued this dedication, renaming the CPOs to Community Policing Specialists. This is because, in his vision, every officer of the GRPD is a community policing officer.

Chief Rahinsky has developed a Compstat type program referred to as IOS, Intelligence Operational Summary. Much like CompStat, Service Area Commanders and Unit heads are required to report out on community policing efforts, crime reduction strategies, community engagement events, and partnerships with stakeholders, and they are held accountable for complaints, crime trends, and the results of these efforts.

Personnel at all levels are trained on available resources for proactive problem solving and partnerships with groups such as Neighborhood Associations. The department continues to take a team approach to problem solving within the community.



**Recommendation 5.3:**

GRPD should include community members in its CompStat process.

Agreed: As the process continues to evolve, community stakeholders will be invited to attend sessions.

**Recommendation 5.4:**

Develop a patrol strategy that allows Beat officers time to engage with the community in non-enforcement activities (e.g., foot and bicycle patrols).

Agreed in part: The department leadership recognizes this recommendation as a priority and a highly desirable approach, and embraces this model whenever possible. At its current staffing level the department cannot fully embrace community engagement to the extent that both the department, and the community desire. Upon completion of the Staffing and Deployment study, if additional personnel are provided, additional emphasis will be placed on non-enforcement community engagement activities.

**Recommendation 5.5:**

Require Problem-Oriented Policing (POP) training to all sworn officers. This training teaches officers how to solve community problems in partnership with the community and through a mode that is comprehensive and evidence-based.

Agreed: This type of training is provided to Community Policing Specialists, who are assigned to work a specific area or neighborhood. One of their primary functions is to participate in POP, along with stakeholders in their area.

Providing the training department-wide would be desirable and beneficial, but difficult with the current staffing level and amount of training already required.

**Recommendation 5.6:**

Incorporate the core principles of community policing - engagement, collaboration, problem-solving, and building trust and legitimacy in annual performance evaluations for all officers.

Agreed: These traits are evaluated in the Interpersonal Skills and Oral Communication anchor in the department's current Evaluation System. This anchor is required for all sworn personnel.

**Recommendation 5.7:**

GRPD Beat officers should be required, and given the time, to initiate and complete at least one POP project on a quarterly basis.

Agreed in part: The department leadership recognizes this recommendation as a priority and a highly desirable approach, however the primary objective of law enforcement must always be responding to calls for service by the public.

At its current staffing level the department cannot utilize any strategy that increases non-enforcement activities without sacrificing response time and level of service.

Upon completion of the Staffing and Deployment study, it will be a priority for each GRPD beat officer, contingent upon staffing, to complete a quarterly problem oriented policing project.





#### **Recommendation 5.8:**

GRPD should develop a specific POP incentive program(s) that recognizes and highlights GRPD staff - both sworn and civilian - in problem-solving with the community.

Agreed: The department's Board of Awards, and Chief of Police, are able to recognize officers and these types of efforts through the presentation of commendations and medals. The current award categories contain commendations that recognize personnel for problem-solving oriented policing strategies.

## **6. Recruiting and Hiring**

#### **Recommendation 6.1:**

The City and GRPD continue its recruitment outreach efforts with a specific focus on minority recruitment and retention.

Agreed: The GRPD is dedicated to finding the most qualified personnel, who reflect the community, to serve the public professionally, progressively, and responsively. These efforts continue with the return of non-certified, sponsored, academy recruits. The year 2019 will see the third such class of recruits, which have proven to be the most diverse in recent years.

#### **Recommendation 6.2:**

The City and GRPD continue the "Intern" program and provide sufficient resources to increase participation.

Agreed: The Intern program continues to be one of the most effective ways for Grand Rapids and the department to recruit and train the most dedicated and diverse individuals. While it would be highly beneficial to increase the number of Intern participants, it would put an unbearable hardship on the sworn personnel, who are involved in their hiring process, without increasing that staffing as well. Interns must be recruited, hired, trained, and supervised by sworn personnel.

#### **Recommendation 6.3:**

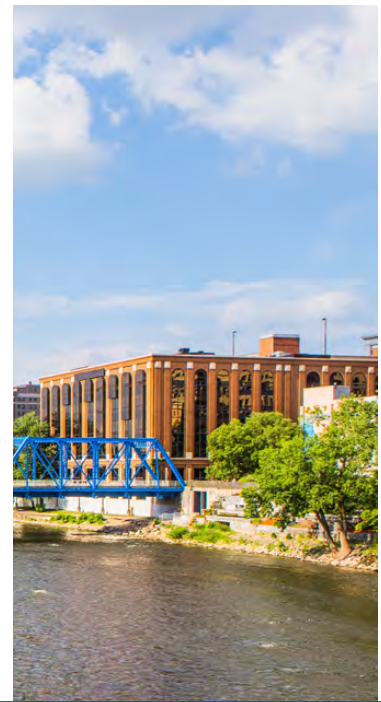
The City continues to use community members as part of the interview process of applicants.

Agreed: The GRPD, Human Resources, and Labor Relations will continue to utilize community stakeholders in the hiring process in order to receive input and provide transparency for recruiting and hiring efforts.

#### **Recommendation 6.4:**

The City consider engaging in a national recruitment effort to increase the diversity pool and outreach efforts.

Agreed: The department continually engages in recruitment and hiring efforts outside the state of Michigan, but these efforts are limited due to cost and resources. Despite the amount of hiring being conducted by the department, personnel must fill vital positions before being able to participate in out-of-state recruiting opportunities.



# SUMMARY

**CHIEF DAVID RAHINSKY**

The Grand Rapids Police Department appreciates the efforts of the 21CP Task Force, particularly those community members who volunteered their time for this endeavor. The recommendations from 21CP and the Task Force will be a benchmark for the department's continual improvement efforts.

Thirty-eight total recommendations have been made. Many of those recommendations were addressed during the time of the Task Force, and many more have been addressed through recent efforts. Out of the 38 recommendations, 7 of them involve some type of training for department personnel, and 5 would require the addition of sworn personnel.

While the Grand Rapids Police Department recognizes the need to address the concerns of all members of the community, some of these efforts will require additional sworn staff.

The primary responsibility of any police agency has always been to respond to calls for service from the public. Current staffing levels require personnel who are otherwise assigned proactive, community based, non-enforcement activities to forsake those efforts in order to provide police services and vital assistance to fellow officers.

The department, from the line officer to its leadership, is dedicated to continual improvement in all areas of service. The Grand Rapids Police Department remains committed to providing progressive, professional and responsive police services to this great community.



# GRAND RAPIDS TASK FORCE ON POLICE POLICIES AND PROCEDURES

In 2017, the City of Grand Rapids contracted with 21st Century Policing Solutions, LLC (“21CP”) to facilitate the work of the Grand Rapids Police Policy and Procedure Review Task Force created in response to racial disparities identified by the “Lamberth Report.”

The City also asked 21CP to assess the Grand Rapids Police Department’s (GRPD) efforts in implementing the recommendations from the President’s Task Force on 21st Century Policing (“Task Force”). 21CP has a unique perspective on these recommendations as all five of the consultants participating in this assessment were directly involved in the work of the Task Force.

The purpose of this report is to provide a summary of our assessment’s key findings and recommendations. A comprehensive chart that outlines the GRPD’s efforts for each of the specific recommendations in the Task Force will be included in the Grand Rapids Police Policy and Review Task Force final report that will be provided to the City in November.

## President’s Task Force Background

In 2014, amid significant police and community tension stemming from several high profile Officer-Involved shootings of unarmed black young men, President Obama created the “President’s Task Force on 21st Century Policing.” According to the White House:

The Task Force will examine how to strengthen public trust and foster strong relationships between local law enforcement and the communities that they protect, while also promoting effective crime reduction.

The Task Force identified six “pillars” to frame its work. Listening sessions for each pillar were conducted in which expert testimony was provided by over 130 experts, elected officials, criminal justice experts and leaders, and community and civil rights advocates. A series of recommendations and action items for each of the following pillars were identified.

## APPENDIX C: 21CP ASSESSMENT OF THE GRAND RAPIDS POLICE DEPARTMENT’S IMPLEMENTATION OF THE RECOMMENDATIONS FROM THE PRESIDENT’S TASK FORCE ON 21ST CENTURY POLICING <sup>[4]</sup>

[4] 21st Century Policing Solutions. Assessment of the Grand Rapids Police Departments Implementation of the Recommendations from the President’s Task Force on 21st Century Policing. Retrieved May 1, 2019,

from <https://www.grandrapidsmi.gov/files/assets/public/initiatives/police-policy-and-procedure-task-force/files/21cp-assessment-final-22-oct.pdf>



# GRAND RAPIDS TASK FORCE ON POLICE POLICIES AND PROCEDURES

Below is a list of the six pillars:



1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Training and Education
6. Officer Safety and Wellness

Not all recommendations outlined in the President's Task Force report apply to local jurisdictions.

## Overall Assessment

In completing this assessment, experts from 21CP conducted interviews of GRPD command staff, conducted ride-alongs, and reviewed key policies, reports, and practices, and considered input received from the community. GRPD has made significant and laudable efforts in adopting 21st century principles and in implementing the recommendations outlined in the final report of the President's Task Force.

In 2016, before this review process was initiated, Chief David Rahinsky was invited to the White House to attend a 21st century policing briefing with senior members of the Obama Administration. Many of the positive efforts made by GRPD have been identified by the Police Policy and Review Task Force (see attached report).

However, there is much more work to be done and the efforts accomplished thus far represent a start and a foundation on which to build.

Below is a summary of our key findings (this list is not all inclusive):

- In 2016, GRPD launched the use of body cameras with a pilot program. The program went department-wide in 2017. All sworn officers are outfitted with body cameras.
- In 2018, GRPD received national accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). Less than 10 percent of the over 16,000 agencies in the United States have achieved this accreditation. Many of the requirements required by CALEA are consistent with Task Force recommendations.
- GRPD has begun a process of sharing more data with the community. However, we recommend that effort be increased through participation in the National Police Foundation Open Data Initiative.
- GRPD has provided implicit bias training to all members of the department. This training coupled with the adoption of the 38 recommendations of the Grand Rapids Police Policy and Review Task Force should assist in reducing disparate outcomes and improving police and community relations.

# GRAND RAPIDS TASK FORCE ON POLICE POLICIES AND PROCEDURES

- In 2018, GRPD developed a “Youth Policy” to specifically address officer interactions with youth and to provide guidance on issues such as the use of restraints and parental notification. It should also be noted that the GRPD engaged the community in the development of this policy, including receiving input from the Chief’s Youth Advisory Body, as well as the Police Policy and Review Task Force.
- The City and GRPD have made the hiring of a qualified and diverse workforce a priority. This area received praise from the Grand Rapids Police Policy and Review Task Force. We recommend this effort continue.

## Key Observations and Recommendations

Pillar 4, “Community Policing and Crime Reduction” is the area that we believe requires the most improvement. GRPD has taken significant efforts at community outreach, however, these efforts have been primarily program(s) and event(s) based. True community policing requires the police and community to be co-producers of public safety, which only occurs when the community has not only a seat at the table, but also shares ownership of the table itself.

The City’s creation of the Police and Policy Review Task Force was a significant step in empowering the community and in establishing a solid foundation to adopt community policing.

We applaud the city leadership, the members of the Task Force, the police department, and the community for this effort. The challenges facing Grand Rapids are not unique, but the collaborative manner of the response is.

With that being said, the success of this effort now requires the full and timely implementation of the recommendations generated by this esteemed group, and the adoption of a process that provides ongoing community involvement and oversight.

Below are key recommendations provided to achieve these goals:

- Full implementation of the 38 recommendations of the Grand Rapids Police and Policy Review Task Force. These recommendations are consistent with key areas outlined in the President’s Task Force report.

The recommendations were provided under six key categories:

- Staffing and Deployment
- Internal Affairs (Accountability)
- Training
- Youth Policy (this was added at the request of the police chief)
- Community Policing and Crime Reduction
- Recruiting and Hiring

As GRPD implements these recommendations, it is also critical that they, as advocated by the President’s Task Force, acknowledge the role of policing in past and present injustice and discrimination, and how it is a hurdle to the promotion of community trust.

# GRAND RAPIDS TASK FORCE ON POLICE POLICIES AND PROCEDURES

- Full implementation of the recommendations outlined in the “Lamberth” report.
- GRPD should provide regular updates to the Commission and the public on its efforts to implement the aforementioned recommendations.
- Greater community involvement in policy development, training (design and delivery), and police oversight.
- The City initiate a collaborative process to adopt the best community oversight model to ensure the residents have a voice in all aspects of police operations, including the adoption of crime strategies and tactics, training, accountability, and equipment and technology use.
- Expand the publishing of open data, including all stop and arrests data, use of force, community complaints, and body camera footage of critical incidents.
- Full adoption of community-oriented policing and the use of evidence-based crime reduction strategies.

## Closing

We are confident that the police department can become a national leader and model in 21st century policing with the continued support and guidance from the city leadership, true engagement and partnership with the community, and a steady commitment to adopt the recommendations of the President’s Task Force and the City’s Police and Policy Review Task Force.



## Appendix D: Response to the Assessment of the Grand Rapids Police Department's Implementation of the Recommendations from the President's Task Force on 21st Century Policing<sup>[5]</sup>

### Background

In 2017, the City of Grand Rapids contracted with 21st Century Policing Solutions to facilitate the work of the Grand Rapids Police Policy and Procedure Review Task Force - an advisory body created by the Mayor and City Commission in response to racial disparities identified in a 2017 traffic-stop study conducted by Lamberth Consulting.

The City tasked 21CP with assessing the Grand Rapids Police Department's efforts in implementing the recommendations from the President's Task Force on 21st Century Policing.

### President's Task Force on 21st Century Policing

The Task Force identified six pillars, or major categories, to frame its work and group its findings and recommendations.

#### First Pillar: Build Trust and Legitimacy

The Task Force recommended that police officers adopt the guardian concept of policing, in contrast with the idea of the officer as warrior. They emphasized the importance of accountability and transparency in police actions and engaging in activities other than enforcement that can promote a positive image of law enforcement.

#### Second Pillar: Policy and Oversight

The Task Force suggested that police departments ensure that their policies reflect the values of their communities and that specific policies address issues like the use of force, public demonstrations, and de-escalation. They also recommended peer reviews of critical incidents and external, independent investigators assigned to questionable uses of force and in-custody deaths.

#### Third Pillar: Technology and Social Media

Technology offers tremendous potential for police departments to better interact with their communities, increase transparency and accountability, and improve safety and security for civilians and officers alike. The Task Force strongly suggests maximizing the use of technology to improve how police do their jobs on a day-to-day basis.

[5]Rahinsky, D., Chief. (n.d.). Response to the Assessment of the Grand Rapids Police Departments Implementation of the Recommendations from the President's Task Force on 21st Century Policing. Retrieved May 1, 2019, from <https://www.grandrapidsmi.gov/files/assets/public/initiatives/police-policy-and-procedure-task-force/files/response-to-assessment.pdf>



## Appendix D: Response to the Assessment of the Grand Rapids Police Departments Implementation of the Recommendations from the President's Task Force on 21st Century Policing

The Grand Rapids Police Department has a long history of embracing community policing. Community policing is both a mindset as well as an organizational structure. The GRPD patrol function is broken down into five service areas. Each service area has a Captain assigned. The Captain serves as the central point of contact for identifying and addressing community concerns. Utilizing dedicated community oriented policing specialists, each service area's unique needs and concerns are addressed.

Officers attend community meetings, visit schools, organize baseball leagues (On Base) and spend time at the Boys and Girls Clubs. These avenues, along with many others, create relationships based on shared experiences and trust.

### Fourth Pillar: Community Policing and Crime Reduction

Policing a community requires involvement and engagement with the community. The Task Force recommended that police departments recommit to community oriented policing strategies to improve community relations and take a more holistic approach to addressing crime.

### Fifth Pillar: Training and Education

The Task Force encouraged the federal government to foster partnerships with training centers across the country and facilitate more consistent training and standards. They also recommended forming training hubs to encourage innovation, community engagement in training and a national postgraduate institute of policing.

### Sixth Pillar: Officer Wellness and Safety

Police work is inherently dangerous and can even be potentially hazardous to officers' health. The Task Force recommended implementing "scientifically supported shift lengths" and building on research into officer-related deaths and critical injuries.

The assessment evaluated the GRPD's efforts in embracing the core principles of 21st Century Policing, as well as its efforts in implementing the specific recommendations outlined by the President's Task Force.

### Areas in Need of Improvement

The assessment recommended improvements under Pillar 4: Community Policing and Crime Reduction, specifically:

#### Recommendation 4.1:

Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

#### Recommendation 4.2:

Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

# GRAND RAPIDS TASK FORCE ON POLICE POLICIES AND PROCEDURES

Recently The Policing Project, a group from the New York University School of Law, visited Grand Rapids for three days. Project researchers met with police, residents, local leaders and community groups to better understand the City's community engagement efforts. According to Brian Chen, senior program manager for the Policing Project, "Grand Rapids is an example of a city and community groups seriously engaging in what they want policing to look like. It was remarkable to us. It was impressive and clear that there was a role for everyone to play in this."

That doesn't mean that the GRPD is content with the progress made. We are committed to working collaboratively with the community to provide progressive, professional, and responsive policing to residents and visitors to Grand Rapids.

The other area identified in need of improvement falls under Pillar 2: Policy and Oversight. GRPD's policies are consistent with industry best practices, especially those developed as part of the accreditation process. The Task Force recommended that the City and GRPD work with the community to identify and adopt a civilian oversight model that best fits the Grand Rapids community.

## **Recommendation 2.8:**

Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.

The Grand Rapids community has a variety of ways in which they provide direction and oversight to the GRPD. The nine-member Civilian Appeals Board, (CAB) was established by the City Commission in 1996 to review the findings of the Internal Affairs Unit (IAU), which looks into citizen concerns about the actions of GRPD employees. The CAB is responsible for reviewing IAU findings on complaints of:

- Use of excessive force
- Falsification and lying
- Civil rights violations
- Hostility, discourtesy or other conduct unbecoming of a police officer when such conduct is committed in a context of animosity or prejudice based on race, color, religion, gender, sexual orientation or national origin.

In 2016-17, a total of 33 IAU investigations were eligible for appeal and review by the CAB. The board received and heard a total of four appeals. In all four cases, the CAB affirmed the IAU findings, which included Unfounded, Not Sustained and Exonerated. The cases included complaints of improper traffic stop, falsification/lying, racial profiling, civil rights violation and improper search.

The CAB can affirm, reverse or modify the findings of the IAU. It also can send a case to the City's Labor Relations Department, to conduct additional interviews or gather more information. The CAB cannot impose or recommend disciplinary actions.

The Board's bylaws spell out its duties and responsibilities, which include:

- Encouraging compliance with rules and regulations concerning the conduct of police officers during interactions with citizens
- Encouraging individuals who believe they have been mistreated by police officers to use GRPD's internal complaint process to have the officers' conduct reviewed
- Creating a process that fairly evaluates the conduct of everyone involved to determine whether a breach of department rules and regulations has occurred
- Giving the community a sense of confidence that it has a voice in reviewing the actions of police officers



The CAB is comprised of Grand Rapids residents, who serve two-year terms. The CAB members are appointed by the Mayor and City Commissioners.

Additionally, the Community Relations Commission, consisting of nine members appointed by the Mayor with the approval of the City Commission, is entrusted with providing insight to elected officials in adopting measures ensure community harmony. The CRC provides community education to prevent discriminatory practices.

Ultimately, the City Commission represents the people of Grand Rapids. Voters elect their representatives. Grand Rapids has three wards, and each ward elects two City Commissioners. The Mayor is elected by all Grand Rapids voters.

The Public Safety Committee was formed to consider and make recommendations on all matters concerning public safety. Currently, the Committee consists of three commissioners and six community members.

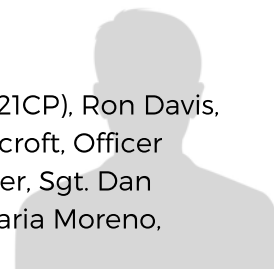
As we move forward, the Public Safety Committee should become more active in providing civilian oversight of the police department. The GRPD recognizes that a diverse and forward-thinking Grand Rapids requires a transparent and accountable police department. The structure needed to move forward currently exists. It will be incumbent on all stakeholders, community, police officers, and elected officials to optimize the existing avenues to ensure a police department that is one with the community it serves.

## APPENDIX E: MINUTES OF MEETINGS

### MINUTES OF MEETING ON NOVEMBER 11, 2017



**In attendance:** Anita Hitchcock, City Attorney, James Copple, facilitator (21CP), Ron Davis, (21CP), Colleen Copple (21CP), Deputy Chief Eric Payne, Capt. Michael Maycroft, Officer Andrew Bingel, Marques Beene, Ed Kettle, Lt. John Bylsma, Sgt. Jana Forner, Sgt. Dan Adams, Janay Brower, Raynard Ross, Sonja Forte, Huemartin Robinson, Maria Moreno, Kristen Rewa, City Attorney's Office, Dave Kiddle, Deputy Chief.



#### Agenda Review:

- Policing as a baseline for this Task Force review of GRPD actions to address the purpose of the Task Force
- Identify topics and gaps to be addressed by the Task Force
- Public Meeting: Dec. 6th
- Format for public input
- Calendar Review



## APPENDIX E: MINUTES OF MEETINGS



### **Jim Copple (21CP):**

We are going to begin with a presentation by the GRPD to identify policies and other actions taken to try to address disparities in policing. We will use this review as a starting point to raise the themes or issues the Task Force wants to focus over the next several meetings. Right now, we have four buckets we are focusing on based on a review of previous reports, our last meeting, the charge to the Task Force and other input that are the most likely to impact disparate policing:

- Policies/procedures
- Training
- Crime reduction and community engagement
- Staffing and deployment



### **Ron Davis (21CP):**

The buckets are here to provide a framework for discussion with immediate feedback on what we recommend (expert advice), but it is only that—advice, it is the Task Force that is going to advance any recommendations for action and validate what is working. We are trying to look at systems factors not individual officer behaviors that can address the traffic stop study. We want to keep the Task Force focused on your charge from the Commission and not to let it get away from that.



### **Sgt. Dan Adams:**

Presented a review of what is already being done that fits in with the six pillars from the 21st Century Policing Task Force Report as a baseline, he highlighted sections that are more recent as a result of or in response to the traffic stop study and other things. GRPD has begun CALEA accreditation for LE organizations which provides model policies. There are 454 check boxes we review to verify. Initial accreditation is then reviewed every year, they do a very in-depth review every 4 years on site, GRPD is starting with the basic level, gold standard is next level.

### GRPD Update on Current Actions to Address 21st Century Policing Task Force Report Recommendations

**\*Note:** Highlighted responses were provided by Dan Adams (GRPD) in his written submission to the Task Force to identify more recent changes undertaken by the GRPD. The Final Report prepared by the Task Force on 21st Century Policing provided a national template of consensus on key areas for review and consideration by law enforcement agencies nationwide. The GRPD used the report recommendations in each of six pillars to help identify areas that the GRPD has already undertaken specific actions or changes to address concerns about disparate policing outcomes. The report presented by Dan Adams is reformatted here to make it more accessible to find specific topics and actions underway.

# GRAND RAPIDS TASK FORCE ON POLICE POLICIES AND PROCEDURES

## Pillar 1 – Building Trust & Legitimacy

### Recommendations

### GRPD Status-Current Actions

Changing the Culture of Policing	<ul style="list-style-type: none"> <li>•New recruit and in-house training now include unbiased policing training, ethics and de-escalation</li> <li>•Youth Advisory Board</li> </ul>
Role of Policing in Past Injustices	<ul style="list-style-type: none"> <li>•Historic and more recent high-profile incidents are used as demonstrators in ethics training, use of force training, and other training curriculum.</li> </ul>
Culture of Transparency and Accountability	<ul style="list-style-type: none"> <li>•Open Office Hours for the public with the Chief</li> <li>•Regular media briefings, releasing reports and body-cam footage, holding town hall meetings and public listening sessions, and participating in the Policy Review Task Force.</li> </ul>
Procedural Justice and Internal Legitimacy	<ul style="list-style-type: none"> <li>•2016 review of the department's policies resulted in changing a number of offenses from "must arrest" to "officer discretion." This change has allowed the concept of procedural justice to be applied by the officer on scene.</li> </ul>
Research Crime Fighting Strategies that Undermine or Build Public Trust	<ul style="list-style-type: none"> <li>•The department stresses professional service as opposed to statistical crime fighting techniques, like COMPSTAT, that focus more on numbers than the quality of services provided.</li> </ul>
Positive non-enforcement activities	<ul style="list-style-type: none"> <li>•The department has increased positive non-enforcement activities by creating the Community Engagement Unit. The unit's primary mission is to increase community connectivity and recruitment for the department.</li> </ul>
Community Surveys	<ul style="list-style-type: none"> <li>•VoiceKent, through the Johnson Center for Philanthropy at GVSU, conducts a citywide survey every year. In 2016 4.1% of respondents said that the main reason their neighborhood feels unsafe is "Issues with Law Enforcement."</li> <li>•GRPD will use this data, and may suggest survey questions, in the future to address public concerns.</li> </ul>
Workforce Diversity:	<ul style="list-style-type: none"> <li>•Review of hiring practices and standards in an effort to remove unfair obstacles for underrepresented populations in an attempt to diversify the work force.</li> <li>•The department and city HR department have coordinated a recruiting effort to approach the local available workforce.</li> <li>•The CALEA Self-Assessment has also been used to research how to engage recruiting efforts strategically and efficiently. The department also continues to utilize youth engaging endeavors as a recruiting source.</li> <li>•These include the Explorer Program, Youth Police Academy, and Intern Program.</li> </ul>

### Discussion:

Topic for TF discussion and review as part of Hiring and Recruitment:

The Task Force members discussed recruitment and hiring, particularly any specific priorities given to hiring military veterans and other specific priorities. It was agreed that this topic would be included for review and discussion by the Task Force.

Topic for TF discussion and review--clarification about what the GRPD community policing model look like:

How do we make sure that the entire department is engaged with the community, not just specialty units? There is a Community Engagement Unit actively involved in community events. There are department recruiters—also trained to represent the department at events and to recruit from the community. There are other Specialty units that have a community engagement component to them.

Topic for discussion and review—Voice Kent Community Survey:

Get a copy of the survey to see the format and questions being asked, have Grand State University come and discuss how the questions are developed and how it ensures broad distribution and representation.



# GRAND RAPIDS TASK FORCE ON POLICE POLICIES AND PROCEDURES

## Pillar 2 – Policy & Oversight

Recommendations	GRPD Status-Current Actions
Community Input and Involvement	<ul style="list-style-type: none"> <li>•Open office hours with the Chief, well attended and productive</li> <li>•Regular media briefings, holding town hall meetings and public listening sessions, Policy Review Task Force</li> <li>•Civilian Appeals Board that reviews Internal Affairs reports</li> <li>•CALEA Accreditation, Citizen's Academy</li> </ul>
Use of Force	<ul style="list-style-type: none"> <li>•Comprehensive Use of Force policies, reporting, review and analysis</li> </ul>
Non-punitive Review of Critical Incidents	<ul style="list-style-type: none"> <li>•Michigan State Police now investigates all officer involved shootings</li> </ul>
Scientifically Supported Identification Procedures	<ul style="list-style-type: none"> <li>•Comprehensive photo drop and lineup ID procedures revised to be based on best practices to reduce false IDs</li> </ul>
Demographic Data on all Detentions	<ul style="list-style-type: none"> <li>•Demographics are tracked on all citizen stops, citations, and arrests. All information is available for research, including disparity studies.</li> </ul>
Mass Demonstrations Policy	<ul style="list-style-type: none"> <li>•Public Demonstration policies and Mobile Field Force training department wide.</li> </ul>
Local Civilian Review	<ul style="list-style-type: none"> <li>•Civilian Appeals Board that reviews Internal Affairs investigation results.</li> <li>•Chief Rahinsky is Co-Chair and member of ALPACT (Advocates and Leaders for Police and Community Trust) in SW Michigan.</li> <li>•GRPD Command Staff presents regularly to the City of Grand Rapids Public Safety Committee</li> </ul>
No Quotas for Tickets for Revenue	<ul style="list-style-type: none"> <li>•Policy and state law prohibit quotas</li> </ul>
Consent and Informed Search and Seizure	<ul style="list-style-type: none"> <li>•Regular training and legal update regarding stops, searches and seizures.</li> <li>•Reality based training and comprehensive policy regarding field interviews.</li> </ul>
Officer Identification and Reason for Stops	<ul style="list-style-type: none"> <li>•Policy requiring officers identify themselves and explain the reason for stops.</li> </ul>
Prohibit Profiling and Discrimination	<ul style="list-style-type: none"> <li>•Comprehensive Unbiased Policing policy that address multiple specified characteristics, including the LGBT and gender nonconforming populations.</li> </ul>
Encourage Shared Services Between Jurisdictions	<ul style="list-style-type: none"> <li>•GRPD participates in multiple local, state, and federal mutual aid agreements and multi-jurisdictional Task Forces within West Michigan.</li> </ul>
National Registry of Decertified Officers	<ul style="list-style-type: none"> <li>•GRPD maintains contact with MCOLES in order to advise of officers in need of decertification.</li> </ul>

### Discussion:

Topic for discussion and review:  
Civilian Appeals Board authority—

what they can and can't do, what legal parameters do they operate within, what are ways to strengthen their effectiveness and ability to increase trust and reduce disparities in policing outcomes? Questions were raised about the role and function of the Civilian Appeals Board. It was agreed that it would be important to have a presentation on the function and authority of the Civilian Appeals Board and what they can and can't do and why.



## Pillar Three – Technology & Social Media

### Recommendations

### GRPD Status-Current Actions

New Technology Standards for Compatibility and Interoperability	<ul style="list-style-type: none"> <li>•GRPD has both city IT staff and outside contractors on site for IT needs. GRPD maintains high standards for IT security, operability, and cost.</li> </ul>
Address Human Rights and Privacy Concerns	<ul style="list-style-type: none"> <li>•GRPD maintains a full time Lieutenant position that acts as the FOIA coordinator and oversees all requests for reports and other information.</li> <li>•Multiple PD policies address keeping GRPD information confidential and when personnel may represent the department to the media and others.</li> </ul>
Technology Designed Considering Local Needs and People with Special Needs	<ul style="list-style-type: none"> <li>•The GRPD headquarters is AMA compliant and all efforts are made to give all citizens access to GRPD resources and services.</li> <li>•TDD and a language line are maintained to ensure communication with any subject.</li> </ul>
Body-worn Cameras and Other Emerging Technologies	<ul style="list-style-type: none"> <li>•GRPD is dedicated to using the latest technology in a responsible way if it benefits the community in providing service. GRPD has all sworn personnel outfitted with body cams and all marked and semi marked cruisers are equipped with dashcams.</li> <li>•GRPD also utilizes mobile technology in all vehicles, radios for all personnel, segways, fingerprint scanners, mobile surveillance cameras for high crime areas, digital forensics equipment, digital cameras for all patrol personnel, and the latest in computer management systems.</li> </ul>
Public Records Laws	<ul style="list-style-type: none"> <li>•The GRPD has a Lieutenant assigned as the FOIA coordinator and compliance officer for the department's computer and database accesses. The Lieutenant keeps up to date on the latest practices for information sharing and retention.</li> </ul>
Transparency and Accessibility for the Community Through Technology	<ul style="list-style-type: none"> <li>•The City of Grand Rapids is currently conducting an overhaul of its website, including that of the police department.</li> <li>•Residents can find real time crime data, file police reports, and contact the personnel that service their neighborhood from the website.</li> <li>•The department is also extremely active on social media, including Facebook and Twitter.</li> </ul>
Develop New Less than Lethal Technology	<ul style="list-style-type: none"> <li>•The GRPD is dedicated to, and highly trained, in the area of less lethal solutions to appropriate situations. Every officer in the department is provided an Electronic Control Device (ECD) and is trained annually on it use. Officers also carry chemical spray and batons. These are also trained on annually and training consists of use of force scenarios designed to make the best decisions possible.</li> <li>•The department also utilizes less lethal munitions with patrol supervisors and the Special Response Team (SRT). However, it should be noted that the department also stresses and train's officers on techniques of verbal de-escalation, hoping that no force is needed.</li> </ul>

### Discussion:

There was no particular discussion by the Task Force about recommendations in this section.





# GRAND RAPIDS TASK FORCE ON POLICE POLICIES AND PROCEDURES

## Pillar Four – Community Policing & Crime Reduction

### Recommendations

### GRPD Status-Current Actions

Community Engagement in Managing Public Safety

- The GRPD employs extensive community engagement opportunities within the city. The department recently developed a Community Engagement Unit that is tasked with building relationships with the community as well as recruiting from the local workforce as well as outside the city.
- The department participates in the Boys & Girls Club, the Explorers program, a Youth

Infuse Community Policing Throughout Law Enforcement Organizations

- Police Academy, a Citizen's Police Academy, and a Chief's Youth Advisory Board.
- Chief Rahinsky regularly offers open door meetings for the public and he co-chairs the ALPACT (Advocated and Leaders for Police and Community Trust) in SW Michigan.
- GRPD regularly has a presence at city events and often purchases booths at different expos and functions in order to maintain connection with the community it serves.
- While the department maintains a community policing program of officers directed for those operations, the department also tries to instill the philosophy in all units across the board. Officers are encouraged to conduct foot patrols, business contacts, and non-enforcement citizen engagements.

Use Multidisciplinary Teams

- The department participates in multiple multidisciplinary teams both within the GRPD and with other agencies. The GRPD has three detectives assigned the Children's Assessment Center, where they investigate child sexual abuse alongside Children's Protective Services, mental health professionals, child development experts, medical staff, and the prosecutor's office.
- The GRPD also has personnel assigned to the FBI fugitive Task Force, the USMS fugitive Task Force, the FBI JTTF, Combined Auto Theft Team, local Identify Theft Team, Kent County Cold Case Team, and the FBI Safe Childhood Team.
- Additionally, personnel are assigned to the DEA, ATF, and state ICAC Team. The department also regularly participates in info sharing sessions with local, state, and federal agencies in West Michigan.

Protect the Dignity of All

- To protect the dignity of all people the GRPD has authored a comprehensive Unbiased Policing policy.
- All personnel are trained regularly in ethics, unbiased policing, and verbal de-escalation.
- Body cam videos are also routine reviewed in the investigative process for discourtesy complaints. These videos have served to add an objective witness to complaints that are otherwise a matter of perception.

### Discussion:

There was no particular discussion by the Task Force about recommendations in this section. Topic for discussion and review—Staffing and Deployment of Officers:

PD to give a report on staffing and deployment for the department and how it currently works and the challenges involved with changing priorities in relation to community policing. Agreed that the TF needs to discuss the allocation of police officers to certain areas of the city and why—what is the purpose behind that allocation—where officers are assigned and what their instructions are can be contributing to racial bias numbers. Ask the question: Why you feel it's necessary to allocate staffing the way you do—does it contribute to over-policing. The community is very interested in evening focus on community policing—having more officers available in the evenings for community engagement. Right now, the number of officers is the issue, not enough to go around, COP is resource intensive. How officers are deployed can have a big impact on the disparate number of arrests and citations in a specific neighborhood or community. It goes to a department's philosophy or approach to deployment of resources to address crime problems. Wherever the most resources are deployed that is where you are going to see higher numbers of police community interactions.



## Pillar Four – Community Policing & Crime Reduction

### Neighborhood Problem Solving

- Seventeen Community Policing Specialists and two Sergeants are assigned throughout the neighborhoods in the city and they work closely with the neighborhood associations to solve criminal and quality of life issues.
- The community policing officers are trained and encouraged to find outside the box solutions to complaints and to work closely with the stakeholders of the neighborhood. Strong relationships have been fostered and the consensus from both sides is that the program is highly successful.
- The GRPD recently applied for a COPS grant to expand the program with 12 additional officers.
- The department also employs a civilian Crime Prevention Coordinator to help the department and the neighborhood associations work to solve issues city wide.

### Reduce Aggressive Law Enforcement that Stigmatizes Youth

### Address School to Prison Pipeline

The GRPD is dedicated to addressing the youth school to prison pipeline. The department works diligently to mentor youth and form relationships with those most at risk. Officers are assigned to each of the three Boys and Girls Clubs in the city as well as making regular school visits. CPOs and other officers work with the OnBase program to teach at risk youth teamwork and self-esteem through baseball.

### Discussion:

Topic for discussion and review—How to Reduce Aggressive Law Enforcement that Stigmatizes Youth (tied to the school to prison pipeline topic):

The TF discussed the School to Prison Pipeline for Juveniles—we need to get to whole families—early interventions and diversion strategies, this needs to be addressed, recommend talking about this. Especially with juveniles we need to find alternatives to enforcement activities. Don't criminalize discipline in schools. Maybe we need to be teaching kids how to conduct themselves when they interact with police. From a parental and community standpoint, we want to make sure those that we love return to us—kids need to know what will keep them safe when it comes to police interactions.



# GRAND RAPIDS TASK FORCE ON POLICE POLICIES AND PROCEDURES

## Pillar Five – Training & Education

Recommendations	GRPD Status-Current Actions
High Quality Training:	<p>The GRPD prides itself on its extensive and modern training programs. An entire floor of the department headquarters is dedicated to the training of new and current personnel. Training consists of well-researched, current best practices and is both interactive and reality based.</p> <p>Scenario-based training dominates the training of personnel from critical incidents to use of force. The latest technology is used along with tried and true practices that are proven to protect the suspects as well as the officers.</p> <p>All instructors are certified in their area of expertise and instructor development trainings are conducted regularly. The department also utilizes the latest technology, including online trainings that officers can view in their cruisers during their down time.</p>
Engage Community Members in Training	<p>Community members are often invited to participate in training scenarios so they may see behind the curtain and understand the department's policies and decision-making. These are usually attended by new city commissioners and other city employees and leaders.</p>
Leadership Training for all officers	<p>About 15 years ago the department developed a Leadership Institute to take the concepts of leadership beyond the garden variety. National experts are brought in speak to participants about such topics as situational leadership, ethics, and management techniques. The course is open to all ranks and civilian personnel. Command staff are also sent to the FBI NA, Staff and Command School, PERF, and other training opportunities designed to train the department's next leaders. New supervisors are also sent to trainings designed to instill the latest leadership practices.</p>
National Postgraduate Program of Policing for Senior Executives	
Basic Recruit and In-Service Trainings	<p>New hires participate in an extensive 8-week in house training program before starting the FTO phase of their training. Current employees are also trained regularly in the areas mentioned in pillar 5 in both scenario-based trainings as well as lectures and presentations by subject matter experts.</p>
Higher Education for Law Enforcement Officers	<p>The city reimburses employees for educational expenses incurred while pursuing undergraduate and graduate degrees. In a 2010 study it was found that 88% of sworn personnel have a college degree, while those that did not average 62 credit hours post high school. Seven percent have Master's degrees and of the officers with degrees, 77% of the degrees were in a Criminal Justice discipline.</p>
Use of Technology to Improve Access to and Quality of Training	<p>The GRPD recently purchased the Document Management System PowerDMS. This application allows the department to provide training online to personnel so that they may view Powerpoints and videos in their cruiser during their down time. This has streamlined the delivery of more routine trainings and saved the department a significant amount of money.</p> <p>The department also uses high-tech equipment to address use of force with a MILO unit.</p>
Improve Field Training Officer Programs	<p>The department has an extensive FTO program, which includes all FTOs being trained in the basic program taught by Bruce Sokolov, but also in-house FTO development trainings</p>

### Discussion:

Topic for discussion and review—Field Training Officer Program:

both how FTOs are selected and trained and how the FTO program works in training new officers.



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# GRAND RAPIDS TASK FORCE ON POLICE POLICIES AND PROCEDURES

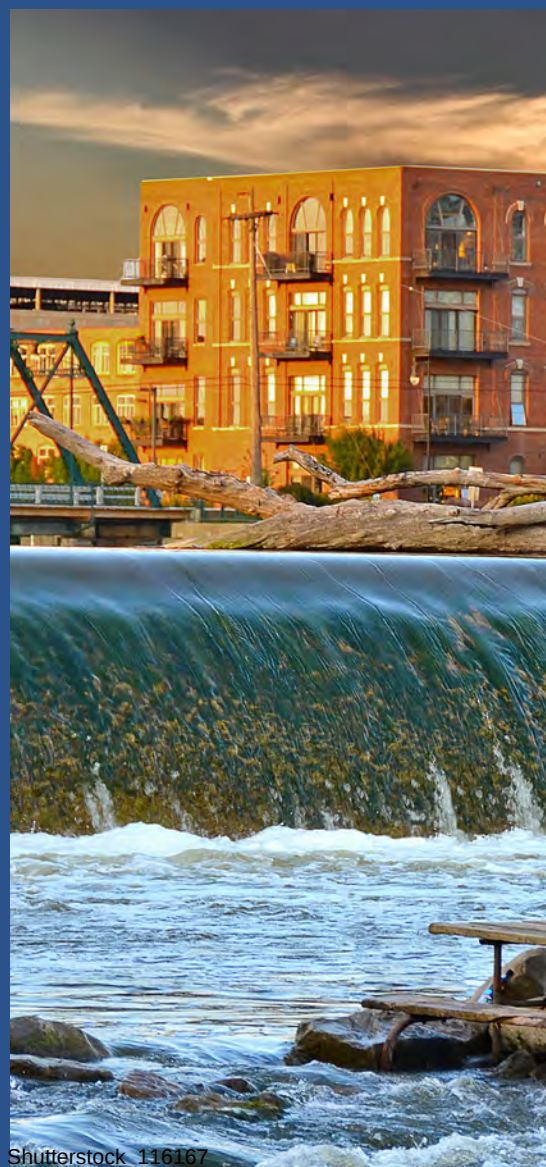
## Pillar Six – Officer Safety & Wellness

Recommendations	GRPD Status-Current Actions
Multifaceted Officer Safety and Wellness Initiative	<ul style="list-style-type: none"> <li>•The GRPD is dedicated to the safety and wellbeing of its personnel. State of the art exercise equipment is available for physical fitness to all employees and time is given during work hours so even road patrol can take time to work out.</li> </ul>
Promote Officer Wellness and Safety at Every Level	<ul style="list-style-type: none"> <li>•The department participates in a Peer to Peer Support Team for personnel with stress and trauma from critical incidents or cumulative effects.</li> <li>•The department as contracts with Network 180 to provide confidential counseling services for personnel who require it.</li> <li>•Sworn personnel are given physical exams every other year and have the opportunity to talk with physicians about any health issue.</li> <li>•Officers are given the best training and equipment to ensure their safety while on-duty. This includes body armor for every officer and state of the art equipment for the Special Response Team.</li> </ul>
Scientifically Supported Shift Lengths	<ul style="list-style-type: none"> <li>•The 12-hour patrol shift was agreed upon after much research by the department and the union. Plainclothes personnel work shifts that not only serve the city best but the officer as well.</li> </ul>
Tactical First Aid Kit and Training	<ul style="list-style-type: none"> <li>•Personnel are trained on CPR and first-aid annually and all vehicles have first aid kits, trauma kits with tourniquets, and heavy ballistic vests for critical incidents.</li> </ul>
Anti-ballistic vests for Every Officer	<ul style="list-style-type: none"> <li>•Every officer is issued state of the art body armor and it is replaced on a regular basis to stay within the expiration date.</li> </ul>
Collect Information on Injuries	<ul style="list-style-type: none"> <li>•The Training Unit and the city's office of Risk Management study officer injury on a regular basis.</li> </ul>
Require Seatbelts and Vests	<ul style="list-style-type: none"> <li>•Department policy requires the use of seatbelts and body armor while on duty.</li> </ul>
Smart Car Technology	<ul style="list-style-type: none"> <li>•The department's latest cruisers and detective vehicles have backup cameras to assist driving. Cruisers also have a "black box" to record vehicle data in the event of a crash.</li> </ul>



### Discussion:

No specific comments were related to Pillar Six on Officer Safety and Wellness.



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## Additional Topics Raised for TF Discussion and Review:

### **Data related to these things:**

How will we get focused on what are the higher priorities and recommendations/actions that can go to the department and the commission? This is just a snapshot of a baseline, background information to know what is already being undertaken. If we are going to look at policies—what do we think would impact racial disparities? The goal would be to get focused on specific things that can have an impact on the problem. We are now in the data and information collection stage. Data is critical—how do we use data that can inform the things we are talking about?

**Is there an early intervention system?** What does it look like? How well does it work? How are we handling officers who get numerous complaints? Look at what the early intervention system can and cannot do, what are interventions that can work?

### **Unintended consequences of non-payment of tickets/child support/etc.—**

Fines and fees--criminalizing poverty--do we have data on this? The court system may also be impacting disparities? This is a community issue—we need to find community responses to address issues like a tail light is out—look to reduce the reasons low income people may be getting targeted or ticketed unintentionally—let's problem solve.

**Strengthening ALPACT**—which is an existing community coordination platform. They should be on the receiving end of the TF recommendations.

**Implicit bias training**—the GRPD does implicit bias training. Can we test it—or did officers master the skills? TF members want to understand the type of training the department is delivering. It uses a lot of scenario-based training and ties into the early intervention system.

**Models of Equity:** We need a specific framework that can address what the research and evidence is showing, what data is in place and how they are using data to achieve equity.

**Managing expectations**—the hardest part is managing expectations for the TF. It is going to take a year—do we keep our powder dry for a whole year until we get it all done? It was agreed to try and implement recommendations as they are being made rather than waiting to accumulate them all to the end of 12 months.

**The co-production of public safety** means that it is not all on the police department. The Task Force can make recommendations for what the community can and should be doing—it is a two-way street—no single side that is inherently wrong.



## What order to address the focus areas in:

- Staffing and Deployment
- Training
- Community engagement and crime reduction
- Policy

Ron Davis recommended the need to start the process with **staffing and deployment** as it affects everything else. The COPS Office has several resources on recruitment and hiring specific to the 21st Century Policing recommendations that can be a good resource.



## Next Meeting: Community Meeting December 6, 2017

- Location for the next meeting to be determined by Anita Hitchcock
- The City will release the names who are on the Task Force, provide an overview of the role of the Task Force and an update on their status and community opportunities to provide input.
- The TF will explain what the general focus of the Task Force is and the specific topics under consideration for the focus of the TF.



## Schedule for Meeting on Dec. 6th

### Task Force meeting (1 hour and 30 minutes) 5:30-7:00 pm

- Briefing and discussion on staffing and deployment

### Public Meeting (1 hour 30 minutes) 7:00-8:30 pm

- There will be a community meeting every three months, keep each of them focused on specific topics related to the buckets. First meeting is to set the stage, going forward we are going to be focused on specific topics. The meeting is not about what are the issues, we have the issues, the question is how should we address them?
- Briefing on the Task Force charge and process--update (15 minutes)
- Listening Session--Community Input (45 minutes)
- Do we need to have 2-3 questions for the community?? Focus on the charge
- Have cards to leave their questions if they don't get to speak

### Task Force debrief (30 minutes -1 hour)

- Review the community input for insights and any adjustments or additions to the Task Force meeting topics going forward.



# GRAND RAPIDS TASK FORCE ON POLICE POLICIES AND PROCEDURES

## To Do List:

**Commission Monthly Report**— Shall rotate which Task Force member comes to the monthly commission meeting to report on the Task Force progress with Anita Hitchcock. Two-page report prepared summarizing findings, actions, progress, recommendations.

**Ride-a-longs or tour** of the department can be arranged for any Task Force members.

**Consider hosting a meeting of the Task Force at the simulator.**

**Resend calendar of meetings, Task Force membership list, related reports, resources, 21st Century Policing Task Force report, index of GPRD policies to all Task Force members.**

## SUMMARY OF PROPOSED TOPICS FOR DISCUSSION AND REVIEW:

### 1. Recruitment and Hiring Policies and Practices

- a. Hiring of military veterans: considerations
- b. Overall efforts to diversify the workforce and get the best officers

### 2. Civilian Appeals Board

- a. Understand its role or potential to impact disparities in policing

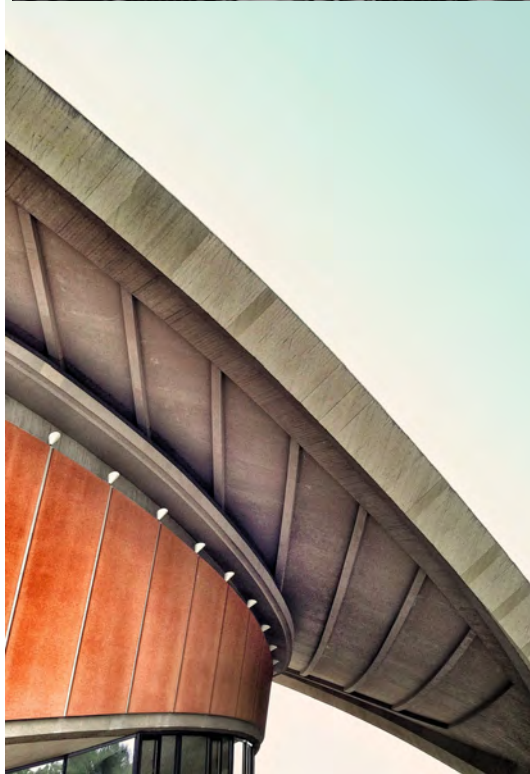
### 3. GRPD Community Policing Model

- a. Special units vs. the entire department
- b. Crime prevention and community engagement strategies as contributors or reducers of disparities in policing

### 4. Community Survey (VoiceKent)

- a. Get a copy of the survey questions and recent results for analysis
- b. Request Grand State University to make a presentation about the survey
- c. Identify if there are questions to add to the survey that would be helpful to the work of the Task Force and the community going forward
- d. Explore the use of open-ended questions to provide more freedom of input
- e. Review the distribution of the survey across the city for an accurate reflection of the community





## 5. Staffing and Deployment of Officers

- a. Impact on disparities in policing outcomes
- b. Impact of crime stats on policing approaches and deployment strategies

## 6. Reduce Unintended Negative Impacts of Policing on Youth

- a. School to Prison Pipeline
- b. Early intervention, diversion and alternative sentencing options

## 7. Training Considerations

- a. Review of implicit bias training and how well it works
- b. Effectiveness of use of force, de-escalation training

## 8. Unintended consequences of non-payment of tickets/fees/fines

- a. How does the court system also contribute to disparities in impact on vulnerable populations?
- b. How do enforcement tactics unintentionally contribute to disproportionate affects on poor people or minority communities?

## 9. Co-production of Public Safety between the Community and the Police?

- a. Role of the community in addressing ways to reduce crime, participate in problem solving factors that contribute to disparate policing outcomes (ALPACT?)
- b. Role of community in proactive, comprehensive and integrated solutions to factors that contribute to crime and the breakdown of social support systems for juveniles and adults

## 10. Strengthening GRPD systems to support greater transparency and accountability—Models of Equity

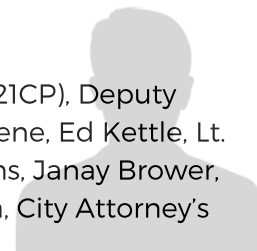
- a. Data collection, analysis and reporting through user-friendly dashboards to improve accessibility and accuracy of understanding crime and the impact of policing strategies on disparity in policing outcomes
- b. Early intervention systems that flag and provide proactive interventions to address potential issues early on





## MINUTES OF MEETING ON DEC. 6, 2017

**In Attendance:** James Copple (21CP), Chief David Rahinsky, Chuck Ramsey (21CP), Deputy Chief Eric Payne, Capt. Michael Maycroft, Officer Andrew Bingel, Marques Beene, Ed Kettle, Lt. John Bylsma, Sgt. Jana Forner, Anita Hitchcock, City Attorney, Sgt. Dan Adams, Janay Brower, Raynard Ross, Sonja Forte, Huemartin Robinson, Maria Moreno, Kristen Rewa, City Attorney's Office, Dave Kiddle, Deputy Chief, Colleen Copple (21CP).



**Review of the Community Meeting Structure**—Jim Copple reviewed the format for the community meeting to be held at 7:00 pm and led the discussion about structuring the community comment period.

### **Task Force member access to GRPD Policy Manual**

TF Members have access to the policy manual table of contents can begin by requesting the policies and procedures on a particular topic they can request it, as opposed to distributing the whole document. Task Force members are encouraged to identify relevant policies or procedures for review. They can make their request through the facilitator or the GRPD directly. Weekly or monthly crime data reports will be provided. Task Force members requested this process to begin immediately.

### **Review of Staffing and Deployment Discussion**

Chief Rahinsky led the discussion on staffing and deployment with an emphasis on recruitment—discussed the six pillars of the initiative. The officer is often the only public face of local government that communities see. Diversity is a key to building trust and capacity to relate to the community. The Task Force members wanted more information regarding recruitment with an emphasis on diversity. (Action Item)


Barriers facing recruitment include the strained relationships and lack of trust between communities and police—what happens nationally affect local attitudes and relationships.

Partnership with GRPD Task Force Members requested a list of current partnerships and how do those partnerships contribute to bias-free policing. (Action Item) Some examples, but not exhaustive, were provided and include the following: Police Explorer Program, Youth Police Academy, and Paid Intern Program.

The GRPD takes a service approach to recruitment. The Department has changed hiring practices—hired non-sworn and sent them to the academy. The department is focused on recruiting individuals with a heart for service and then trained them in police operations. The department went to 5 service districts about 18 months ago, separated the Central district out from West District. South area is where the majority of shootings and homicides occur—14 this year to date, below the national average, however, it is an increase for GRPD. Task Force members would like to see a crime map with an analysis of policing practices – are we over policing in certain areas? What is the policy for determining officer deployment? (Action Item)

GRPD is seeking to add 10-12 more community policing officers to provide evening coverage, have been trying to get this for several years, it is under discussion with the commission.

## MINUTES OF MEETING ON DEC. 6, 2017



Staffing structure was also reviewed, Task Force members wanted to see a budget analysis of adding more officers and discuss how they would be deployed. How will this addition and deployment impact bias-free policing? (Action Item)

Grand Rapids is the most rapidly growing city in Michigan, but not keeping pace with PD staffing. Chief Rahinsky feels the staffing ratio is far below what is needed, currently at 295, but should be around 354 officers.


Commissioner Ramsey from 21CP asked about the department's response time and discussed concerns about stacked calls, and asked about non-emergency calls stacking up. The response was that GRPD has sacrificed the ability of officers to get out of their cars to walk around in order to respond to calls for service.

Ed Kettle asked about the role of social workers in policing. Response by the Chief, "We are the victim of our own success, our clearance rate is above the national average, having said that, what we are being asked to do, we are not able to be engaged as we'd like. We already do a lot of the social work type functions, but using a cop allows you to provide the safety in the process."

Raynard Ross asked about the ability to do both policing and at the same time have the heart of a social worker. The Task Force members asked about hiring and how the department weighted applicants, and the impact it has on bias-free policing. (Action Item) Task Force members expressed concern about the capacity of veterans to meet that criteria.

The Chief discussed the balance between warrior and guardian in policing. You need both, but we should be recruiting guardians.

Marques Beene asked about de-escalation training. The chief responded by giving an overview of CIT training. At the request of Ed Kettle, the chief explained that CIT provides the skills required to identify and respond to mental health needs and get them for referrals and access to treatment. A discussion then ensued on how CIT training reduces bias or contributes to de-escalation. The Task Force members requested more information about mental health units and how it contributes to bias-free policing. (Action Item) The purpose of this request was to explore how specialized units influence deployment and how they impact neighborhoods with high crime.

 **Chuck Ramsey:** CIT really gives officers the skills to know how to calm things down, invaluable when it comes to resolving situations with people going through some kind of mental health crisis.

 **Ed Kettle:** Sometimes when fire is called in to address mental health calls, they wish an officer were present.

Mr. Kettle elaborated - I've seen that the training in this department is cutting edge; we blow the national average out of the water on scenario-based training compared to other agencies. We train officers from the very beginning. At least half the people we encounter, they have either in mental health or substance abuse issues.





## MINUTES OF MEETING ON DEC. 6, 2017

We need our officers to have skills to appropriately respond to those situations. The mental health system is broke. Officers are the ones dealing with that, we are dealing with the same person who is suicidal, 2-3 times in the same shift, same officer. The system is broke and our officers are the gatekeepers.

**Chief:** We have become a hub for those kinds of services. To make it worse there not enough beds for placement for mental health and no ongoing support system.

**Chief Ramsey:** It is a national problem, nothing on the horizon to solve the problem any time soon.

Task Force members asked about the nature of the collaboration with mental health services in the community.

**Jana Forner:** We have a liaison with mental health—Sgt. Wokowski is the liaison—he contacts the family, works with adult protective services. Network 180 is the clearinghouse for access to mental health services. One of the major problems is that people are off their medications, no place for them to go. He does trainings department wide.

**Chief:** that is the direct correlation between our staffing levels and what we need to do. Handle your calls, be careful and back each other up. Not able to work through the systemic issues.

If you look at the East District—3 police officers responsible for the entire East district that morning, Capt. had to leave a meeting and start taking calls. One critical incident can shut us down, our ability to do anything else is extremely limited.

**Jim Copple:** The question of specialized units, how they are constructed and how they are used. Have you had internal discussions about how they impact your ability to do calls for service.

**Chief:** We try to train all officers to be community policing, but if the officers are constantly responding to calls for service, promptness to non-emergency calls. SRT team responds to calls as needed, not a full-time unit. There are 14 total on call in the evenings.

**Anita:** could we hear from the community representatives what your areas of interest are, we can hone down what areas of interest are.

**Marques:** When you have the numbers listed are they broken down between adult and juvenile, would like to see them disaggregated between adults and juveniles. Two different guidelines for how they should be handled and prosecuted. Really the difference is after the contact is made. We are not tracking every call for services and whether they led to a Part I or Part II offenses. Calls for service don't necessarily correlate.



## MINUTES OF MEETING ON DEC. 6, 2017

**Raynard:** I'm curious about our psychological screening tools and a way to identify and address the heart of the social workers (not wanting everyone to be giving out teddy bears).

**Chief:** The Commission requires that everyone passes a standardized battery of tests and an interview with a local psychologist who also administers the test. It is a statewide standard, we use an outside vendor. Sometimes someone we like doesn't pass the psychological. We have had people fail for being prone to violence, empathic, culturally competent.

**Ramsey:** There are actual instruments used that some level of validity, identifies overly aggressive, passive aggressive, there is an oral component too. You can get a pretty decent picture of what you are getting in. How do we deal with the mental health of officers after they are on the job, but then exposed to trauma over time, what effect does that have? Behavioral changes can occur, resiliency varies by individual officers.

**Ed Kettle:** I hang out with a lot of cops, what doesn't get fully appreciated is the day-to-day grind on cops. They have their own language, if you heard them talking you might be offended, they have to vent to get it out of the ways. I can feel the tension.

**Chief:** We have gotten better as a profession. You couldn't even talk about it back then. In the last 15 years, we have gotten much, much better.

**Jim Copple:** Chief, if you were to be funded, how easy would it be to staff up?

**Chief:** If we had 10% growth to 350, it would take us 24-30 months. Limited number of people applying.

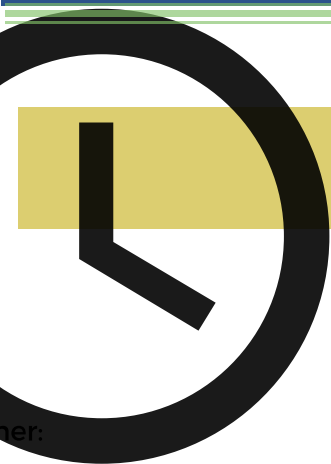
**Jim Copple:** Hiring in the spirit of service, recruited people out of the service professions. Recruiting for guardian and warrior skills.

**Chief:** Sometimes you have both of those in the same call. We haven't limited someone based on their backgrounds, degrees, it was amazing who we drew, multiple professions, drew from everybody. We have never required a CJ degree.

**Jim Copple:** From the community perspective, are there concerns related to over-policing.

**Maria:** The concern is under-policing, in my Hispanic neighborhood, the majority is still indigenous, their primary language is going to be a dialect. When they do call, the time it takes an officer to get there. Availability of the officers, number we have during the day vs. the evening. You are not going to have a rapid response. Expectations that an officer will respond in 5 minutes is not going to happen. It's hard to understand the staffing impacts and how long it's going to take to get an officer trained. We still have to wait. We were talking about the Community Policing Specialist, where we come from the police are not caring, they are corrupt. Building a

## MINUTES OF MEETING ON DEC. 6, 2017



relationship has been huge Working with our CPS along Granville Avenue, it has been a challenge, just the fact they are humans just like you, it is an opportunity for people in the neighborhoods to be the ones to take the initiative.

**Chief:** We have a language line to address the language barrier, we have a couple in the department, we do use the Center for Deaf and Hard of Hearing. The only pushback on over-policing was when we implemented Shot-Spotters (tracking gun shots). Firearm related offenses are coming down. The neighborhood felt it was over-reaching.

Coming from the Southside perspective: felt like there was an over-representation of officers, 28 patrol officers. My question is about deployment, what do you use to decide how many officers in each area. It seems like we are inundated by officers. It doesn't feel the same in some other neighborhoods. I wanted to make sure that that was said, really needs to be looked at. During the presentation, you talked about the number of officers, there have been some decisions made about pulling back from walking around. When we talk about 21st Century Policing, things we want to do, our primary role is to respond to a call for service. Everything else has to be secondary. Our number one goal is to respond to emergency calls for service. When cuts were made, we cut back on anything that wasn't calls for service.

**Janay:** I wonder about retention of officers of color, I also echo the question of officers in the South district, is it just the numbers or population. If numbers of crime are going down, then how can we shift people back to working with the neighborhoods.

**Jim Copple:** We are in the discovery phase. I may do an individual call with each of you to make sure we are getting you what you need. We will come back to this discussion after the community meeting.

### Task Force Reconvened to debrief at 9 pm:

Feedback on the format of the community meeting identified some areas for improvement for future community input into the TF.

- The format was boring
- Surprised that those wanting to know who the Task Force is, were not here, the critics were not here
- Interested in the issues raised around the review board, people think it doesn't have enough teeth
- It's interesting how their concerns are the topics we are already discussing, both as a Task Force and as the civilian review board
- We should open up the process, how do you regulate between real things and nuisance complaints, the community input format needs more structure
- There will be the same vetting process for when things reach the board, that is when citizens get the chance to speak
- If people come and were heard, got some resolution then they will come back
- The review board doesn't have many cases to hear—does that mean people are satisfied with IA or does it mean we have a problem?





## MINUTES OF MEETING ON DEC. 6, 2017

The TF discussed what should be done differently for the next community meeting. The chief shouldn't feel like he has to comment on every comment, shouldn't feel like the hot seat. That makes it feel like this is a police-headed Task Force vs. a joint Task Force. As we go along, more questions should be directed at the TF members. Jim Copple raised the idea of breaking up into smaller groups to probe a little deeper, to get people talking who don't normally talk. It was agreed to use small groups facilitated by the TF members in the next meeting and see if that works better.

Next meeting is January 3, 2018.



## MINUTES OF MEETING ON JANUARY 3, 2018

**In attendance** Chief David Rahinsky, Ron Davis (21CP), James Copple, facilitator (21CP), Deputy Chief Eric Payne, Capt. Michael Maycroft, Officer Andrew Bingel, Marques Beene, Ed Kettle, Lt. John Bylsma, Sgt. Jana Forner, Anita Hitchcock, Sgt. Dan Adams, Raynard Ross, Sonja Forte, Huemartin Robinson, Maria Moreno, Anita Hitchcock, City Attorney, Kristen Rewa, City Attorney's Office and Deputy Chief Dave Kiddle.



**Agenda Review: Jim Copple, Facilitator**

### 1. Procedural Questions

#### A. Task Force Co-chairs

James Copple welcomed the Task Force members and thanked them for their engagement over the last month. One of the procedural issues that has emerged is the need to appoint co-chairs for the Task Force from within the membership of the Task Force. In order to ensure that the work of the Task Force is led by the Task Force and the role of the facilitator does not bleed over into leadership of the Task Force, it is important to separate the functions. It was agreed that one co-chair from law enforcement and one co-chair from the community would be appointed. Task Force members were invited to submit their own names or nominate co-chairs for consideration to Anita Hitchcock, City Attorney within the next week. The selection of co-chairs will be made after consultation with the City.

## MINUTES OF MEETING ON JANUARY 3, 2018

### Action Item:

Task Force members should submit names of members they would recommend to serve as co-chairs, including themselves (one law enforcement, one community) in writing or by email to Anita Hitchcock by the 17th of January. Co-chairs will be appointed and announced by Anita Hitchcock before the February meeting.

### B. Proposed Schedule of Topics for Review

The Task Force discussed the proposed schedule of topics for future meetings within a framework proposed by Ron Davis, 21CP. In addition to topics the format for how the Task Force is engaging the topics and making recommendations was also reviewed. The Task Force discussed the proposed topics and agreed they are in line with previous discussions. It was agreed that at any time a relevant topic arises it is possible to add items to this list and it is possible to extend the amount of time any one of these topics may require to complete. This will allow sufficient time for developing consensus around specific recommendations. It is also possible to form smaller working groups to tackle particular recommendations to bring back to the whole Task Force as needed.

#### Approved Topics

Months	Topics Relevant to Reducing Disparate Policing
<i>Dec-Feb</i>	<b>1. Staffing and Deployment</b>
<i>Jan-Mar</i>	<b>2. Accountability</b>
	• Internal Affairs
	• Discipline
	• Early Interventions
<i>Feb-Apr</i>	<b>3. Training</b>
	• Implicit Bias
	• Procedural Justice
	• Crisis Response Training
	• Add in Use of Force and De-escalation
<i>Mar-May</i>	<b>4. Community Policing and Crime Reduction</b>
	• Community Engagement
	• Stop and Frisk
	• Data Drive Practice
	• Intelligence-Led
<i>Apr-Jun</i>	<b>5. Recruitment and Hiring (Diversity)</b>
<i>June-Sept.</i>	<b>6. Additional Topics or Further Study as Needed</b>

### C. Methodology for Studying Topics and Developing Recommendations:

**Month 1: Presentation to the Task Force by PD on current status of the specific topic**

- Report on what the PD is currently doing by way of practice and policy

**Month 2: Analysis and assessment of current status of the PD by 21CP on the topic**

- Provide the Task Force with examples of best practices from around the country to address how to reduce disparate outcomes for communities and police

**Month 2-3: Discussion and recommendations by the Task Force**

- Ensure that law enforcement and community participants are able to give their full and informed input

## MINUTES OF MEETING ON JANUARY 3, 2018



### Action Item:

The Task Force agreed with the methodology for reviewing topics and processing recommendations.

### D. Public Meetings:

The purpose of the quarterly public meetings is to provide a platform for the community to engage the topics under consideration by the Task Force and to allow for more meaningful dialogue and different voices to emerge. The Task Force discussed the value of facilitated small groups and agreed that the format would allow more people to be heard and would ensure that the dialogue is more interactive between the Task Force and the community. The topics for discussion would be related to what is currently under discussion by the Task Force.



### Action Item:

The Task Force agreed that public meetings would be more interactive, using small groups facilitated by Task Force members to gather community feedback and participation in the process.

## 2. Review Policies and Procedures for Staffing and Deployment

Ron Davis from 21CP is in the process of conducting a review and will provide an assessment of the current staffing and deployment policies and procedures. Davis will provide feedback on what may be contributing to disparate policing outcomes. He will provide examples of best practices or solutions that are being undertaken to reduce the unintended outcomes of police staffing and deployment methods, practices and policies.

Davis discussed why this is important from a disparities point of view to look carefully at deployment specifically. Grand Rapids PD currently assigns staff across the city in districts that are broken up to cover the city based on geography and rates of calls for service. That is standard practice and falls well within staffing and deployment practices nationally. **What is critical is what staff are doing while deployed, how they are policing.** That is what has the impact on disparate policing statistics and whether a community feels safe vs. oppressed.

Chief Rahinsky raised the point that GRPD is understaffed, that officers only have time to respond to calls for service and don't have time to do community policing. Ron Davis suggested that the issue of increased staffing for policing is an issue with the City Council that is outside the purview of the Task Force, but that what officers do while deployed is exactly what the Task Force and the GRPD should be analyzing and wrestling with. If the community is feeling oppressed you are not going to get political support for more officers.





## MINUTES OF MEETING ON JANUARY 3, 2018

Ron Davis spoke in detail about where the challenge comes to when dealing with disparities:

- You plan officer staffing based on concentrations of calls for service and crime patterns--If you have an area of the city with more officers based on hotspots and calls for services you are going to have more stops of citizens in those areas based on the current policing model.
- Not only do you have more officers assigned to areas with more calls for service, you have special services teams. Whenever you begin increasing the number of officers deployed to those hotspots or target neighborhoods, if you are doing blanket stops, rather very targeted surgical stops, you are going to get the result that the community feels like it can't step out of their door or drive down the street without being stopped.
- The problem is not the deployment, it is what you have them DO, instead of saturation patrols, instead of them each engaging in an enforcement actions independently, you give them different kinds of missions, taking back social control of open spaces by the community.
- While the GRPD deployment pattern is consistent with practical methodology, it's how the special units are responding and how you deploy officers when there are high crime issues that matters.
- The research shows that high visibility patrols do not make people feel safer, don't reduce crime, there is no direct link between making a lot of stops and reducing crime, you shut down community presence.
- Whoever controls the open social space controls the quality of life there—if it is controlled by the gangs, it is not safe, if it is the police, it feels oppressive, it has to be the community—their presence has to be the driving force.
- We are not saying there should be a change in the deployment of officers but a change in what officers are doing in high crime areas—give guidance to officers to avoid unintended consequences, develop networks of communication and information sharing, and create a positive presence while reducing calls for service in a problem-solving way.
- Intelligence-Led Policing--Target the right people, not the regular people, get the BAD guys off the streets or contained—we need to provide more guidance on what officers do rather than just enforcement that will reduce crime without over-policing--It is getting away from the generic Comstat approach and being more directed at the bad actors the community wants to see gone as well.
- It's the medical equivalent of 'Do No Harm' first—you are targeting those who are terrorizing neighborhoods, not being viewed as terrorizing neighborhoods.
- It is also about this not being just a police problem but rather a total citywide effort to address the root causes and underlying issues that contribute to crime.

## MINUTES OF MEETING ON JANUARY 3, 2018

### Task Force discussion and recommendations

#### Theme: Broader Citywide Efforts and Citizen Engagement Required

Ed Kettle and Maria Moreno discussed that there was a time when the city invested more resources in neighborhoods with targeted efforts to improve housing and economic development in areas that needed it.

But funds have been cut dramatically and the level of capacity in neighborhood associations has declined. 'When we had more money for the communities, we were able to have the community more involved in creating community safety, we have to be about getting the people back involved and creating ownership. We did hotspots, we reclaimed neighborhoods block by block, we exchanged information and problem solved chronic issues. We still have a few good community organizations that are good models.'

Maria Moreno also articulated that many in the Hispanic community come from countries where the police were the bad guys, they made people disappear, so community members are afraid; it takes building trust and relationships to overcome that fear. There needs to be strategies to help people identify their problems, without causing them to be at risk. Meet and greets with police officers is really important in the Hispanic community.

During this discussion, Ron Davis mentioned Broken Windows, which is now viewed as discriminatory, but it is really that you FIX things before they become big, community-oriented policing is only effective if it is part of a broader community approach. When you do massive enforcement you create a 'poor tax' when everyone with a vehicle violation is getting ticketed, it kills the relationship between the community and the police.

Raynard Ross suggested that the Task Force discuss what the community's role is in addressing the issue of a police/community collaboration to achieve public safety. A number of Task Force members agreed and supported the idea that it is important to address the role of the community and citizens to partner with police. "The police are the public and the public are the police," Sir Robert Peel.

#### Draft Recommendation Language:

1. The City shall take a broader view of how to fight crime in the city by working with citizens and all city and county agencies to tackle neighborhood stability, especially in neighborhoods disproportionately affected by crime and violence.
2. Citizens share a responsibility to be active partners in co-production of public safety by participating in efforts to stabilize neighborhoods and to create greater citizen presence/ownership of public spaces.

#### Action Steps:

21CP will provide a report on examples of how to change the enforcement approaches in ways that increase public safety, decrease crime, reduce calls for service and address disparities in policing. This report will be shared with the Task Force and GRPD to identify ways to refine policing strategies to increase police community trust, communication, collaboration and legitimacy.

The Task Force will develop ideas about how to use some of the \$1 million set aside to create meaningful citizen engagement opportunities working with police to reclaim public spaces and increase intelligence-led policing through increased citizen reporting.



## MINUTES OF MEETING ON JANUARY 3, 2018

### Reality of the Impact of Policing Practices in the South District

Huemartin Robinson and Marques Beene expressed concern that the issue of staffing and deployment is impacting a small part of the South District. During the last meeting the

GRPD background report on staffing showed the higher number of officers deployed to the

the South side. Because the size of the area is smaller, it feels uncomfortable, like we all are getting stopped, oppressed. They wanted to make sure to make it clear that is how many people feel. We've got the highest Part 2 offenses, second highest Part 1 offenses. In the south area, the majority of the stops and crimes are happening in 10% of that small area. (We need to look at the crime data maps to see where the policing is heaviest.) Higher rates of enforcement have a disproportionate affect because of the economic status of the area. If you live there, you are getting pulled over, getting fines, people lose their cars, it affects their ability to keep a job. Heavy enforcement affects the lower socio-economic status of the area.

Marques Beene made the point that it doesn't have to be the way that it is. How do we bridge the divide for officers so that they have a relationship with the community? Working in the Juvenile Detention center I see the differences in different police departments and how kids come into the Detention center. Some departments have zero juveniles coming in; others have an excessive amount, that's why I am a proponent of community probation. That means some departments are finding other ways to deal with juveniles, rather than arresting them, they are finding other ways to reduce their negative behavior and create consequences.

Chief Rahinsky explained that for the GRPD during a large amount of the days and shifts there is not time to do discretionary policing, officers on duty are doing non-stop calls for service, officers are spending their free time looking to write up reports, not trying to stop people. They are focused on more violent, priority calls. The resources are very linked to how we police. We now look at the hotspots and just deploy the current staffing, we don't have time for problem solving. That is why we created a COP unit of 7 officers who can focus more on community policing and problem solving. How much responsibility do we have to put on the community? Neighborhoods who have resources are not the ones stepping up. I don't want to place all of the burden on the communities with the least resources to be able to do that. I want to be sensitive to that fact the community is also stressed.

Task Force members raised the question about mapping other community assets to support the work of community policing. The GRPD has a new crime analyst who is creating a GIS mapping of resources to direct officers and the community toward assets and problem solving. The city has is pretty resource heavy with social services. Det. Dan Adams asked if there is someone on the social service side that facilitates the community collaborative connects to law enforcement.

Task Force members asked what happened in New York City—why are they seeing decreases in crime at the same time they are improving their relationships with communities? Ron Davis explained that they have a court order and a monitor; the change of culture takes time. Grand Rapids is ahead of the curve, acting before a court order. It took them a couple of years to change their approach away from stop and frisk to a more





## MINUTES OF MEETING ON JANUARY 3, 2018

intelligence-based approach. Oakland just registered its lowest homicide rate in 50 years. Chicago is starting to see reductions in homicides. Philadelphia is beginning to see a 50% reduction in officer-involved shootings. They are focusing more on diversion. This discussion is a part of it, then it builds to what are the steps we take to move farther from the unintended consequences. I don't know too many cops that want to cause damage. They want to be effective.

### Draft Recommendation Language:

3. Educate officers, citizens and community associations on how to use the crime mapping pages of the GRPD website to analyze impacts on neighborhoods, trends and issues for problem solving efforts.
4. Work with the Crime Data Analyst to Map civil infractions as well as Part 1 and Part 2 crimes at least in the areas that the residents feel are over policed to get a visual of where the most enforcement action is in order to analyze the types of enforcement activities and determine how best to find more productive alternatives with fewer unintended consequences.
5. Proactive Enforcement Goal from CALEA (Dan Adams to provide).
6. Establish a working group of the Task Force (PD, City, Community) to examine the research on evidence-based best practices for policing strategies that reduce disparate outcomes and increase community cooperation, communication and ownership for public safety and design a pilot project to test the impact of changes in HOW officers police while reducing calls for service.
7. Propose and fund a pilot project based on the working group design of alternative policing strategies in the most impacted neighborhoods for police interactions.



### Action Steps:

21CP to facilitate a working group of the Task Force with the information to identify specific policing tactics to pilot to test changes in disparate policing outcomes.

Look at the crime maps/calls for service/policing stops in the South District to get a handle on where the impact of heavy enforcement seems to be falling and then look at the ways the ways that officers (on duty and special response teams) are enforcing (general traffic stops, targeting violent offenders, etc.)

### 3. New Study Topic: GRPD Presentation on Internal Affairs Policies and Procedures

Lt. John Bylsma introduced the topic and provided relevant documents and information regarding policies and procedures related to Internal Affairs. Materials on IA were sent out to the Task Force members December 19, for review prior to the meeting.

Internal Affairs (IA) reports directly to the Chief's Office—Lt. Bylsma presented a document they use to explain IA for Recruits, public presentations, includes the forms, processes, etc. GRPD uses a program called IA Pro (one of only 11 agencies in the state)—recognized nationally for tracking and logging all IA complaints. The system also serves as an early intervention and warning system. GRPD sets the triggers for the early warning system (at



## MINUTES OF MEETING ON JANUARY 3, 2018

what point is an officer flagged for early intervention). It has been in use for 3 years—it really changed the way we did things—it has made IA much more consistent, disciplined and systems based.

IA deals with complaints, claims, civil suits, discharge of firearms, liaison with federal and state prosecutors, secure evidence, record keeping, FOIA Review, all Police allegations of force and Use of Force Reports. All are tracked in IA Pro.

Lt. Bylsma explained the Citizen Complaint Procedures. Maria Moreno actually translated it into Spanish. It is available and being distributed broadly to the community. GRPD is trying to make sure it is a public as we can possibly make it.

The question was raised about how Officer Involved Shootings are handled by GRPD. They are now investigated by the State Police as an independent outside agency. GRPD does a simultaneous internal administrative review to determine actions the PD should take.

The GRPD takes complaints in pretty much any way they come; (calls, emails, forms, visits, etc.). Our goal is to receive and process all complaints. Many of the complaints that come in are handled over the phone, people asking for information, needing to understand how things work. GRPD follows the Elliot Larsen Act on Civil Rights violations and equal protection.

### 3 Classes of Complaints

- Class 3—most minor informal complaints, administrative documentation
- Class 2—formal violation—if sustained could result in corrective action up to and including termination, not civil rights or criminal law violation
- Class 1—involve allegations of Civil Rights or criminal law violations
  - o Civilian Review Board involved
  - o Excessive force, racial profiling, perjury

We explain the Complaint Filing Procedure and provide them with the Complaint Intake Form. Body Worn Cameras have really helped clarify complaints. We are the only agency in the county using BWCs.

## MINUTES OF MEETING ON JANUARY 3, 2018

GRPD complies with the state and federal laws regarding the protection of an officer's rights during an investigation of a complaint or violation. Under Garrity (federal case law) Public employees have the right not to be compelled to incriminate themselves when questioned by their employer. The Garrity warning helps to ensure the subject's constitutional rights, while also helping state or local investigators preserve the evidentiary value of statements provided by subjects in concurrent administrative and criminal investigations. Federal law has Garrity, in Michigan the law is even broader, Disclosure by Law Enforcement Officers Act is not FOIA-able.

Section 8 Hearing: However, the police department requires its employees to tell the truth during an administrative hearing. The information shared cannot be used against an officer in court, but it is used to speed up administrative and criminal investigations through a Section 8 Hearing—an officer is required to be truthful during a compelled statement, a violation is grounds for termination, as is lying. It is a rare thing for a police union to sign off on this in the union contract. 'Lie and die', means that if an officer lies, it is grounds for immediate termination.

### Complaint Disposition Options:

- Did it occur?
- Was it a violation of policy or procedure?
- Was the officer responsible for the conduct?
  - o Objective reasonableness
  - o Totality of factors
- Was it unfounded—did not occur or officer was not involved
- Exonerated—act or allegation occurred, justified, lawful and proper
- Not Sustained—insufficient evidence
- Sustained—sufficient evidence to clearly prove the allegation

### Types of Action:

- Training
- Counseling
- Written reprimand
- Suspension without pay
- Discharge from the department

### History of IA Complaints in 2016

- Class 1 or 2 complaints—336 total internal and external complaints
  - o 93 formal Class 1 and 2 complaints
  - o 61 were sustained
  - o 26 sustained complaints were generated by citizens
  - o 35 were sustained internal complaints





## MINUTES OF MEETING ON JANUARY 3, 2018

It is also a CALEA standard to take anonymous and 3rd party complaints (only one of 11 statewide agencies doing CALEA) only 5% nationally.

**Decertification of Officers:** There is a state-licensing requirement to file for decertification of an officer if they are fired. If an officer resigns and looks for another job, they have to tell the next agency they apply to why they left. Need to check on whether or not GRPD is reporting into the National Decertification Index.

### **Civilian Appeals Board (CAB):**

- Only hear Class One Complaints
- Appointed by the City Commission and the Mayor
- Can't call witnesses or take testimony
- Determine if they have enough information to move forward
- Can ask for more information, they aren't the ones who actually do the work

Two members of the Task Force serve on the CAB. There are very few cases brought to the CAB for review. It is underutilized. Board members are also given the Garrity Statements, given access, but under strict control. There is a need to better understand why the CAB is not more utilized.

Raynard Ross felt that the CAB is a relatively robust procedure, but there is some we are missing. What we hope to get from this process is to build community confidence in the department. Something is missing to help us build that confidence in the system. People are not using it, to help build their confidence that the system works for them.

Huemartin Robinson agreed with Raynard Ross that the community feels that it is useless. How do we better get information out to the public about how to utilize it, is it too difficult? You might not get the result that you want? The CAB has discussed this. There is something missing, maybe it is just knowledge, taking a listening tour—what we do, how we do it?

### **Recommendations:**

8. The CAB should conduct a listening tour with grassroots communities to understand why people are not using the process to appeal complaints and to identify ways to strengthen the level of community engagement in the process.
9. GRPD should submit all decertified officers to the IADLEST National Decertification Index and should check the National Decertification Index before hiring an officer.



## MINUTES OF MEETING ON JANUARY 3, 2018

### Action Steps:

21CP will review the policy and practice on Independent Investigations as part of the assessment and be prepared to share any recommendations or validation on IA for the February meeting.

- This includes looking at whether or not decertified officers are submitted to the national IADLEST Decertification database.
- It also includes a review of the training for IA investigative officers.

### Disproportionate Media Coverage

Law enforcement expressed the frustration that the media focuses on the GRPD for days at a time when something bad happens, but ignores it if it happens in a smaller agency.

When can we acknowledge that we are doing something right? If the community is not informed, they may not get it right.

Ron Davis responded that you have to go to branding, be open to feedback but also tell the story of what you are doing right. If Law Enforcement is the institution that has the most power in the democracy, the power to take life, by its nature, then we are going to be the most criticized, analyzed, accountable agency of all. The vast majority knows that you are doing a good job. You are not branding very well.

There are lots of good news stories like the 25 high school students empowered to serve on the Chief's Youth Advisory Board. The Task Force agreed that it is important to put the whole picture out there. There are many things the GRPD is doing right. As Raynard said, "There isn't anything wrong with being self-serving. You are just putting the truth out there. You care what they think."

People need to know this more—what you are doing right.

- Labor has signed on to lie and die in the union contract (very rare)
- CALEA (5%)-GRPD is one of the 5%
- IA Pro-rigorous tracking of all complaints, claims
- The CAB is a thorough process, people need to understand it and use it

### Draft Recommendation Language:

10. The GRPD and Task Force shall develop a communications/branding strategy to fully inform and engage the public about what is working in the PD and how to engage as well as changes being undertaken to police in ways that 'Do No Harm' but result in the co-production of public safety.



## MINUTES OF MEETING ON JANUARY 3, 2018

### Action Steps:

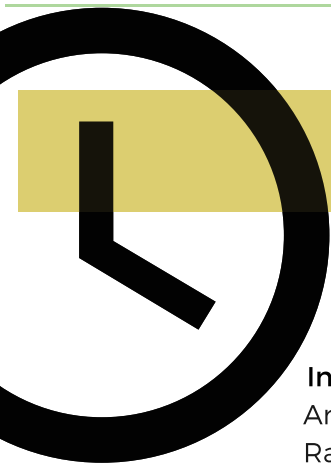
As part of the assessment, 21CP should provide an analysis of where the GRPD sits in comparison to other departments in the state and/or nationally. Many of their current policies and practices are at the high end of good policing practices.

We need more input from the law enforcement side-don't lose your voice, if you disagree with what is being said, we need to hear that and see what can be done to keep officers safe and address areas of concern to law enforcement as well.

The Task Force and 21CP shall develop a report of findings that identify and validate the strengths and constructive efforts of the GRPD along with recommended changes to decrease the impact of disparate policing.

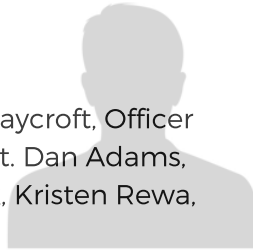
**Next Meeting: February 7, 2017**





## MINUTES OF MEETING ON FEBRUARY 7, 2018

**In Attendance:** Chief David Rahinsky, Deputy Chief Eric Payne, Capt. Michael Maycroft, Officer Andrew Bingel, Marques Beene, Ed Kettle, Lt. John Bylsma, Sgt. Jana Forner, Det. Dan Adams, Raynard Ross, Sonja Forte, Huemartin Robinson, Janay Brower, Anita Hitchcock, Kristen Rewa, Dave Kiddle; and Ron Davis, Sean Smoot and Colleen Copple, facilitator (21CP).



### Welcome and Introductions

#### I. Procedural Items

##### A. Appointment of Co-Chairs for the Task Force

The consultant team of 21CP recommended the appointment of co-chairs, one civilian and GRPD, to ensure that the Task Force is directing the work of the consultant team and providing guidance, feedback and direction on behalf of the Task Force members related to meeting agendas, community meetings and other Task Force related functions.

Anita Hitchcock announced that the civilian co-chair would be filled by Raynard Ross and Chief Rahinsky announced that Deputy Chief Eric Payne would serve as the police co-chair on the Task Force.

##### B. Agenda Review

##### C. Review Public Meeting Schedule and Format (see details below)

#### II. Review Draft Recommendations for Staffing and Deployment

The Task Force spent the majority of the meeting reviewing and discussing draft language for Staffing and Deployment trying to get to agreement on recommendations or action steps specific to reducing disparities in policing as it relates to policing tactics and strategies in the context of decisions about staffing and deployment.

The discussion was wide ranging and addressed concerns about the need to clearly define the charge/mission/vision of the Task Force, operating principles and the lens through which the community and police department of viewing the work of the Task Force.

21CP agreed to draft a fact sheet providing that information for the community meeting with the context for the discussion and recommendations on policing tactics and strategies that can address crime with more equitable results and impacts. (See attachment as a draft for discussion by conference call prior to the March community meeting.)



## MINUTES OF MEETING ON FEBRUARY 7, 2018

### III. Review Policies and Procedures for Internal Affairs

The Task Force did not get to the feedback on internal affairs—moved to April meeting for discussion.

The Task Force opted not to discuss the Internal Affairs topic in order to conclude the discussion on staffing and deployment. Sean Smoot, 21CP, a union attorney for law enforcement officers was there to provide an assessment of how the GRPD is doing with internal affairs and any recommendations from the consultant that could be considered to further strengthen what the department is doing related to managing internal and external complaints against officers. It was agreed upon that 221CP would provide a written report with their feedback on Internal Affairs for discussion in the April meeting.

### IV. Review Policies and Procedures Related To Training

Did not get to the presentation on training—moved to April meeting.

The Task Force opted not to discuss Training in this meeting and postponed the presentation until the April meeting.

### V. Review Policies and Procedures Related to Police Department Youth Policy.

Chief Rahinsky introduced the background on how the GRPD came up with the draft Youth Policy, the rationale behind it. There was not time to discuss the policy in detail. It will be presented for further discussion in a variety of settings for further feedback. Task Force members are free to provide additional input.

### VI. Planning for Community Meeting in March

March Community Meeting will only cover the Staffing and Deployment issue, the Task Force meeting time prior to the Community Meeting will be used to prepare for the Community Meeting and the time following the community meeting will be used to debrief on any key learnings from the community feedback.

The Task Force discussed the March 7th Community Meeting format. The purpose of the meeting is a listening session to provide opportunity for input and feedback on issues related to Policing Strategies that have a disparate impact on the community. While the topic under discussion by the Task Force has been titled Staffing and Deployment, it was agreed that for purposes of the community meeting it would be more helpful to call it something like “Crime Fighting Strategies that Achieve Equitable Policing.”

It was agreed that the Co-chairs will open the meeting and provide an update on what the Task Force has been working on. Ron Davis, 21CP will provide an overview about the role of using evidence-based and intelligence driven policing tactics in reducing the risk of inequitable policing outcomes.



## MINUTES OF MEETING ON FEBRUARY 7, 2018

James Copple will facilitate the transition to small groups, dividing community members into groups to be led by two Task Force members each (civilian and PD) with a recorder. 21CP will provide a structure for the small group discussions in advance and will prep the Task Force during the pre-meeting.

Task Force member also discussed the importance of publishing the recommendations to be discussed in advance. This led to the idea of posting regular information for the public on the Task Force website, to include any reports, presentation materials, minutes and recommendations under discussion to increase public awareness, transparency and documentation of the work of the Task Force. The Task Force website is part of the City website. 21CP will work with the City and the Co-chairs to discuss how to ramp up the website in more detail.

It was also agreed that there is a need to create a one pager about the Task Force Charge, Principles, Lens, and then Context for the discussion about the selection of policing tactics as a strategy to reduce disparate policing outcomes. Then provide the rationale for the recommendations or action steps being recommended by the Task Force for community impact.

In framing the issue, the context should include areas that the GRPD is doing things right or already doing as well as areas under discussion for improvement or innovation.

The group also recommended that the description of the recommendations should also provide for a way that the GRPD can respond to the recommendations by defining the things that can done now, things that can done with the support of the commission, and things that perhaps GRPD can't do—a response to the recommendations.

The discussion about the staffing level of the GRPD and how it impacts the ability to respond to calls for service, do community policing and other resource intensive policing strategies is an issue that the Task Force may not be able to address directly. Rather, by laying out the rationale for what is needed to police in a way that the community supports and then matching up the staffing levels needed to deliver that level of service will justify staffing requests with the City Commission. The GRPD is down 23 officers from their approved staffing level. This makes it difficult to cover all shifts and still do investigations and other necessary functions, including problem-solving efforts. Even with those officers, GRPD is far below the Michigan average of officers per 1,000 residents and further below the national average.





## MINUTES OF MEETINGS ON MARCH 7, 2018

5:30-7:00 pm and 8:30-9:00 pm

Community Meeting Held 7:00-8:30 pm

1. **Review of the Pre-meeting** — The Task Force reviewed the set up for the Community Meeting and made assignments for facilitation and recording at each table during the small group community feedback process.
2. **Facilitation Process**—Jim Copple explained the facilitation process, reviewed the agenda for the presentations prior to the community small group discussions. The community will have the recommendations for staffing and deployment and a description of the Task Force itself with the charge, topics and timelines for the work of the Task Force. If anyone wants to talk about something not on the agenda, send them to 21CP (Ron Davis or Roberto Villaseñor) to be heard.
3. **Internal Affairs Assessment by 21CP**—was given by Roberto Villaseñor who noted that Grand Rapids Police Department has a high level of complaints sustained compared to the national average, which is a good sign that their system is rigorous. He also noted that the majority of complaints are internal complaints. Overall, 21CP was very pleased with the Internal Affairs system that is place. GRPD accepts Third Party Complaints, which is unusual, putting GRPD ahead of the curve nationally. The appeal process is not busy, the Task Force could look at the Citizen Review Board process to see if there are any ways to strengthen it. 21CP does not see this contributing to the disparate policing outcomes.
4. **Youth Policy**—Lt Bylsma gave the background on the Youth Policy, how it was developed and vetted for input and feedback prior to presentation to the City for approval. GRPD is working to release 90% of policies online (only holding back those that are critically sensitive to policing tactics or officer safety). The Youth Policy references other policies such as implicit bias, de-escalation to show it is not left out of the Youth Policy, but is covered elsewhere. There was an extensive discussion on whether or not to include a specific age under which a child will not be handcuffed. Both sides of the issue were presented and discussed. (Subsequent feedback from Task Force members by email also informed this discussion.)
5. **Post Community Meeting Debrief**—Task Force members submitted their notes. The Task Force members felt that the community meeting format went very well. There was a large turnout and small group process allowed for the exchange of information to go both ways. The notes will be transcribed and summarized for use by the Task Force to inform their discussions and recommendations.
6. **Calendar Review**—Looking at new dates for April 12, 2018, Anita Hitchcock will poll the Task Force members to confirm availability.
  - May 2nd, June 6th, July 11th



## MINUTES OF MEETINGS ON MARCH 7, 2018

5:30-7:00 pm and 8:30-9:00 pm

Community Meeting Held 7:00-8:30 pm

Document Shared with the Public for their feedback:

## GRAND RAPIDS TASK FORCE ON POLICIES AND PROCEDURES

The Grand Rapids Task Force on Policies and Procedures was appointed by the City Commission as part of the 12 Recommendations to improve police community relations to serve for one year.

**Task Force Membership:** The Task Force members represent a balance of citizen and police department representatives. The Office of the City Attorney provides support to the Task Force.

### Charge to the Task Force:

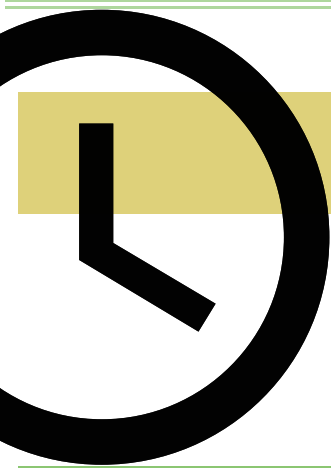
Review Grand Rapids Police Department policies and procedures and recommend ways to reduce bias in policing outcomes.

### Task Force Approach

- Focus on public safety and officer safety
- Focus on fair and impartial policing
- Promote evidence-based strategies that reduce crime without being experienced as oppressive by the community
- Promote measurement and monitoring of intended and unintended outcomes of policing strategies and tactics

### The Grand Rapids Task Force on Policies and Procedures Schedule of Topics for Review

	GRPD Presentation of Current Efforts to Task Force	21CP Assessment and Analysis of Strengths/ Gaps	Task Force Discussion about Action Steps	Community Input and feedback on proposed action steps	GRPD Response to Recommend- ations	City Commission Review and Approval
Topics						
Establish Task Force Priority Focus Areas	October	November	December	December	January	
Policing Strategies	January	February	February	March	April	May
Accountability /Internal Affairs	February	April	April	June	July	August
Training	April	May	May	June	July	August
COP/Crime Reduction	May	June	June	September	August	September
Recruitment/ Hiring	June	July	July	September	October	November
Other Topics as Needed	TBD					



## MINUTES OF MEETINGS ON MARCH 7, 2018

5:30-7:00 pm and 8:30-9:00 pm

Community Meeting Held 7:00-8:30 pm

### Executive Summary of Action Steps to Utilize Bias-Free Policing Approaches

#### OVERARCHING RECOMMENDATIONS

The Task Force recognizes that there are two factors that are essential to the success of the Grand Rapids Police Department effort to reduce disparate outcomes in policing. These are the foundation of what healthy communities and proactive law enforcement agencies do: 1) they take a comprehensive approach—crime problems take more than a police department to solve and 2) public safety requires a shared partnership between the public and the police or the co-production of public safety.

#### 1. Comprehensive Approach—It Takes a City (all agencies)

- a. **Action Step:** The City should reinvigorate current efforts to coordinate city and county agency efforts to ensure linkages, coordination and communication to address the most vulnerable individuals and neighborhoods in Grand Rapids.

#### 2. Community Co-Production of Public Safety

- a. **Action Step:** The City should strengthen investments in the capacity of neighborhood associations, especially in neighborhoods with the highest risk factors, including crime, to organize and mobilize residents and other community stakeholders to address underlying root causes of crime and violence.

#### POLICING STRATEGIES TO REDUCE DISPARATE/BIASED OUTCOMES

#### 3. Evidence-based Policing Practices

- a. **Action Step:** The GRPD shall review and pilot policing practices that reduce crime while reducing disparate outcomes that feel oppressive to communities.
- b. **Action Step:** The GRPD shall address its capacity to use intelligence-based policing by increasing crime analysis and detective functions to focus on serious violent repeat offenders.

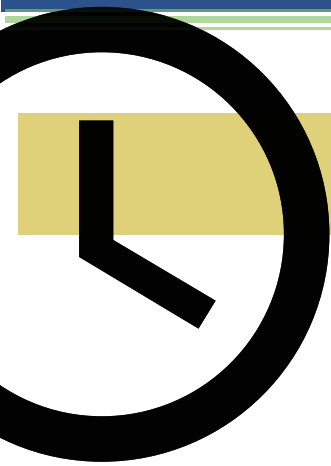
#### 4. Measuring for Results

- a. **Action Step:** The GRPD shall partner with an external evaluation partner to measure the impact and outcomes of current and new pilot policing practices to see if they actually do affect crime levels and reduce unintended outcomes.

#### 5. Community Engagement in Community Policing and Problem Solving

- a. **Action Step:** The GRPD shall strengthen the structures through which the police department engages with community members to problem solve crime in their neighborhoods.





## MINUTES OF MEETINGS ON MARCH 7, 2018

5:30-7:00 pm and 8:30-9:00 pm

Community Meeting Held 7:00-8:30 pm

### 6. Resource Sustainability

- a. **Action Step:** The City and the GRPD shall seek to identify and sustain resources that support the action steps being undertaken to reduce disparate policing outcomes.

#### Background and Rationale for Action Steps

## OVERARCHING RECOMMENDATIONS

### Agreement 1: Comprehensive Approach—All Systems Engaged

It takes a comprehensive approach to tackle the complex root causes of crime and violence. This is not just about the police. The underlying root causes of crime are complex and require a comprehensive approach that engages the community as well as all aspects of state and local government (public health, mental health, housing, substance abuse, economic development, schools, etc.). By working together with an integrated and unified approach, we have a greater chance of impacting factors that contribute to public safety.

**Action Step:** The City should reinvigorate current efforts to coordinate city and county agency efforts to ensure linkages, coordination and communication to address the most vulnerable individuals and neighborhoods in Grand Rapids.

### Agreement 2: Community Co-Production of Public Safety

The coproduction of public safety requires community engagement in problem solving and crime prevention efforts and community leadership and participation through neighborhood associations are key to building open lines of communication, practical strategies that reduce crime through prevention and early intervention.

**Action Step:** The City should strengthen investments in the capacity of neighborhood associations, especially in neighborhoods with the highest risk factors, including crime, to organize and mobilize residents and other community stakeholders to address underlying root causes of crime and violence.

## UNDERSTANDING THE IMPACT OF POLICING STRATEGIES ON DISPARATE OUTCOMES

### Why Focus on Policing Strategies?

Policing approaches are the most likely factor to influence disparate or biased outcomes in policing, resulting in higher numbers of stops and arrests in communities with high crime and calls for services. It is a matter of math. The more officers in a neighborhood, the more likely the stops and arrests will go up. General sweeps that result in a high number of police stops of residents can mean that innocent people are getting stopped without cause or limited cause over and over again, resulting in feeling that they can't walk or drive in their own neighborhoods without being stopped by the police. More targeted approaches that focus on serious repeat violent offenders



## MINUTES OF MEETINGS ON MARCH 7, 2018

5:30-7:00 pm and 8:30-9:00 pm

Community Meeting Held 7:00-8:30 pm

using intelligence to get to the people causing the majority of the crime in neighborhoods gets better results in reducing crime without feeling oppressive in neighborhoods.

A growing number of cities are finding that HOW we police makes a big difference in how the communities they serve experience policing. New York City has ended 'Stop and Frisk' which had resulted in excessive over policing in some neighborhoods and some populations. The NYPD has reduced stops from 800,000 stops to 75,000 stops while achieving the lowest rates of crime in 50 years. We believe that it is possible to have effective crime reduction while reducing disparate impacts on communities. Policing approaches like those that focus on serious violent repeat offenders vs. sweeps or stops focused on the general public have better evidence of being effective without unintended consequences. (21CP)

### Agreement 3: Evidence-Based Policing Practices

There is a growing body of evidence about what works and what doesn't work as well in policing policies, practices and strategies. We believe that there are innovative and proactive policing methods that can reduce crime and violence while reducing disparate or biased policing outcomes in communities of color and more vulnerable neighborhoods. Evidence-based strategies and intelligence-based policing show promise.

**Action Step:** The GRPD shall review and pilot policing practices that are reducing crime while reducing disparate outcomes that feel oppressive to communities.

**Action Step:** The GRPD shall address its capacity to use intelligence-based policing by increasing crime analysis and detective functions to focus on serious violent repeat offenders.

### Agreement 4: Measuring for Results

The best way to know if policing practices are having the outcome of reducing crime without unintended consequences in communities we serve and protect, is to measure it. Objective, unbiased peer-reviewed evaluation can give confidence to the community and to the GRPD that they are reducing disparate impacts of policing practices by measuring what we are doing to ensure that we know if we are achieving the goals of the community and the police department. This is not about another report on the police department but rather a tool to learn about what works best in Grand Rapids to keep communities safe without doing harm to the community.

**Action Step:** The GRPD shall partner with an external evaluation partner to measure the impact and outcomes of current and new pilot policing practices to see if they actually do affect crime levels and any unintended outcomes.



## MINUTES OF MEETINGS ON MARCH 7, 2018

5:30-7:00 pm and 8:30-9:00 pm

Community Meeting Held 7:00-8:30 pm

### **Agreement 5: Community Engagement in Community Policing**

Community policing includes a strong focus on problem solving by addressing the root causes that of crime. A crime requires three factors: a victim, an offender and a location. By removing or mitigating any one of those factors, you prevent a crime. Opportunities for community members to partner with officers to prevent crime through factors like Crime PreventionThrough Environmental Design (CPTED). The GRPD designates all officers as community policing officers, but designates 12 officers as community policing specialists.

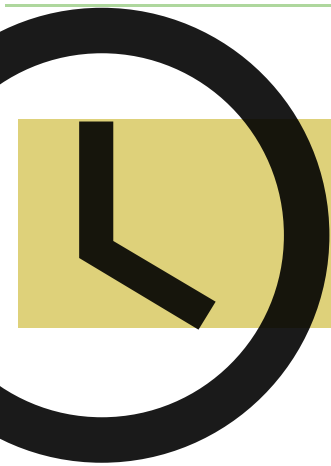
**Action Step:** The GRPD shall strengthen the structures through which the police department engages with community members to problem solve crime in their neighborhoods.

### **Agreement 6: Resource Sustainability**

The City of Grand Rapids has had strong neighborhood associations, proactive community policing efforts, and comprehensive approaches to addressing the root causes of crime that have been affected by budget reductions. In order to sustain efforts to reduce disparate policing outcomes it is necessary to be consistent in funding investments that work.

**Action Step:** The City and the GRPD shall seek to identify and sustain resources that support the action steps being undertaken to reduce disparate policing outcomes.





## GRAND RAPIDS TASK FORCE COMMUNITY MEETING

Community Feedback on Staffing and Deployment

Recommendations—

Sorted by Common Topics

March 7, 2018

### 1. Neighborhoods/Neighborhood Associations

- Utilize churches, schools, businesses, 68 blocks, 51 captains
- Neighbors need to get back to getting to know neighbors
- Neighborhood associations are underfunded
- Families and neighborhoods need access to resources
- Neighborhoods need to be more involved in high crime areas. Community Gardens was a suggestion to get more people out to help prevent crime
- More intentionality in getting programs to people
- Reinvent neighborhood watch and community organization
- Speaker for neighborhood association W. Grand, feels like they have good relations. Been on north side as a victim of what happens--does not revamp all policies--need to be revised
- Do neighborhood associations/people of color bring the same message as the dominant group?
- Neighborhood orgs being used to help build trust
- Agrees with building neighborhood organizations
- Neighborhoods know the community
- Tapping organizations into the kids and residents for positive outcomes
- Neighborhood orgs need funding and staffing
- Point people/block clubs give them info for the police
- Neighborhood orgs help building relationships between residents and the police, building trust
- Survey blocks about they feel/think?
- Obvious resources available at neighborhood associations
- Directory for PD to send people to ask about their neighborhood organization to get more resources. They have them in house at the neighborhood orgs.
- Promote interactions with neighborhood organizations. Several years ago MLive used to go around to the different neighborhoods and talk about them.
- Neighborhood orgs should be pointed on city directory
- Hitting the areas by neighborhood will stop problems early
- The neighborhoods at higher risk need more investment by the city and by other neighborhoods.
- Block parties, off duty officers -feel heard and more engagement
- Not all neighborhood associations are the same
- Community involvement—we don't know neighborhood boundaries
- Engaging the neighborhood associations more
- Assist with forming neighborhood associations that currently don't have them



## GRAND RAPIDS TASK FORCE COMMUNITY MEETING

Community Feedback on Staffing and Deployment

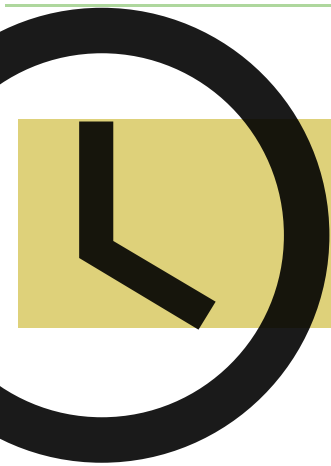
Recommendations—

Sorted by Common Topics

March 7, 2018

### 2. Police Community interactions

- There is fear on both sides—more community
- More interaction with police officers, complaint of not seeing officers making casual contact. More community police officers.
- They don't see how its going to be done, i.e. seven kids not involved but stopped at skateboard park
- Easy ways to get what you want, stop in the gym after and do a few free throws, even when at work, support music and arts
- Rock a Block—Madison Square model—be inclusive, step outside our boundaries
- Concern with public awareness, what is the officer's attitude toward the people they serve, it can't be looking at everyone as a suspect
- Beneficial and healing and trust building to hear of the mistakes and regrets of the police department, not just how great you're doing
- Make the mini community police academy training widely available, I learned a lot, eye opening
- Community strategic engagement—what does the community want, police need to ask
- Police get pulled out of meetings and interactions because of lack of staffing
- More interaction with the police officers and the community
- Would like to see Neighborhood Branch Offices where officers could hold meetings
- More positive police/neighbor interactions
- Natural barriers exist that prevent officers from living in neighborhoods. There should be incentive to live and work in the city
- Wish to see more officers engaged in a non-enforcement role
- Broad-based listening sessions between different groups of people about their own struggles and the GRPD to be used in a way to promote more healing and highlight similarities and not just outline negative things about the department
- People need more recognition that officers should stay in the community they work in and be provided incentives to live there while also having opportunities to rotate areas for periods of time so they can become more familiar and culturally competent in other areas
- Would be important for Police to live in the community, would then have a vested interest in the area
- Police/community officers tap into the neighborhood schedule
- Police engaging with community, basketballs, PD with neighborhood
- PD looking for cultural norm advance—"more interaction with community, cultural events, i.e. symphony soul
- More positive PR from department about good things (COP talk/Chief and Rank and File)



## GRAND RAPIDS TASK FORCE COMMUNITY MEETING

Community Feedback on Staffing and Deployment

Recommendations—

Sorted by Common Topics

March 7, 2018

### 2. Police Community interactions

- Overall more intentionality to simply engage with the community
- Mutual respect
- Southeast farmers market and Hispanic Center event where police attend
- Need resources and time to create good community police relationships
- Community engagement, knowing the community
- Officer must be aware of community/be able to identify what's happening, don't have to live there, must know community members, ear to the ground
- Relationships with immigrant community must be part of the dialogue
- Get to know each other—both sides
- PD role other than enforcement
- #3 Community need to understand how police work

### 3. Community Liaison Workers

- We need more community liaison workers who work directly and indirectly with the GRPD
- Community liaison work could be funded by social impact bonds and/or resources from the Auto Theft Prevention Authority Insurance Fund

### 4. Community Policing Strategies

- Don't believe in COP people in most need aren't here—those who show up have a voice
- Community officers need to be community officers and not get pulled away to assist on regular patrol duty calls
- Need more officers. The best way to build trust is to have more officers who can interact with the community
- Officers need to focus on specific crime and the root causes of crime
- Officers need to focus on community policing
- Increased millage for the GRPD to expand officer community engagement so the community police officers are not all assisting the patrol officers on calls
- There needs to be a longer period of time in which retiring officers are paid to assist the new officer coming into the area so they can be introduced and get to know the residents in that area
- Community presence means entire community policy with police
- Community policing needs to be clarified and revisited
- What is community policing?
- Out of the cars, can't do COP in a car
- Important to know what community policing step-B they're already involved in the community





## GRAND RAPIDS TASK FORCE COMMUNITY MEETING

Community Feedback on Staffing and Deployment

Recommendations—

Sorted by Common Topics

March 7, 2018

### 5. Youth/School Strategies

- Kids are scared of police officers, improving connections is a positive, might lead to less crime
- Talking to young black people more, having community police reach out to the kids, and tell them what GRPD are about
- Ask for their input, maybe at an assembly or classroom levels
- Safer places for youth to hang out (i.e. parks) where officers are walking, providing security
- Police need to be more interactive with the schools and in the schools
- Youth mentorship programs with police officers are important
- Resources include volunteers, not just money, parents, after school, community centers for youth/engage with officers/sports/play; entire community same consequences at marijuana Kent County Community Service centers under Dolan, where police were involved with youth, kept it sustained and on day and night shift
- Police presence and starting younger with elementary police youth interaction
- Police response by kids, bring kids to parents, treat as innocent, not held at gunpoint
- Interrupt school to prison pipeline
- Find and stop suspensions from high schools, that's where students get into trouble
- When the police us high schoolers for ideas and how we're doing it helps a lot
- Youth academies, pathways to policing, Explorers program, work with the school system to identify troubled students and students in struggling families, financially and otherwise
- It's good that GRPD has thought about this already, as young people are often targeted or interacted with, what is GRPD doing?
- Have the teachers bring officers into the classroom more
- "Every kid knew those officers by name"
- Shouldn't we do more? If those kids can be identified early, not necessarily as bad kids but even at risk or starting to deviate to intervene before they become bad kids
- Get police more active in the schools and get the kids used to cops and seeing cops as friends
- Youth education, knowing your rights
- Partnerships are important/not having a boys and girls club open during break



## GRAND RAPIDS TASK FORCE COMMUNITY MEETING

Community Feedback on Staffing and Deployment

Recommendations—

Sorted by Common Topics

March 7, 2018

### 6. Cultural competency

- Officers should receive training on the history of race relations in this country so they can understand this in its proper context. Learn from history
- We need more bi-lingual officers and offer more training in Latino relations
- More bilingual officers
- Officers need more training from a social work lens
- Police officers need more training in cultural competence
- Raise consciousness among officers regarding privilege and historical issues of race in Grand Rapids (visit Jim Crow museum, Holocaust, Arab American Museum in Dearborn)
- Event beyond sports like a visit to the Jim Crow museum, meeting with LGBTW community, family reunions, NAACP, Soul, police department seats at the African American Dearborn Museum-Islam

### 7. Challenges facing officers

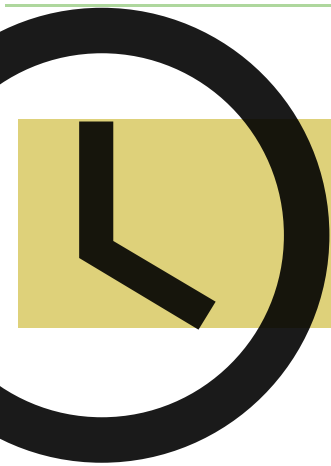
- Officers are asked to do too much. They wear too many hats
- There should be a term limit for officers in certain positions in order to prevent burnout and apathy

### 8. Partnership Strategies

- Assess and strengthen the relationships between the probation officers and police
- There needs to be more opportunities for retired police officers to be involved in the community with options through the GRPD, specifically
- Create partnerships so when issues come up there are resources in the community
- Measuring and partnering—who would we partner with? Engagement-- GRPD has developed community engagement department, how does that work? Takes collaboration, many are truly distrustful of police, are they working with community organizations?
- Hook up pastors and police to interact more with community

### 9. Crime Mapping and Notification

- Use crime mapping and evidence-based strategy to measure success with a mechanism for the public to see the changes and reason/discussion behind the positive changes
- Cell phone application to alert the community after a crime occurs and allow the community to provide feedback and/or assistance to the police



## GRAND RAPIDS TASK FORCE COMMUNITY MEETING

Community Feedback on Staffing and Deployment

Recommendations—

Sorted by Common Topics

March 7, 2018

### 10. Community Role

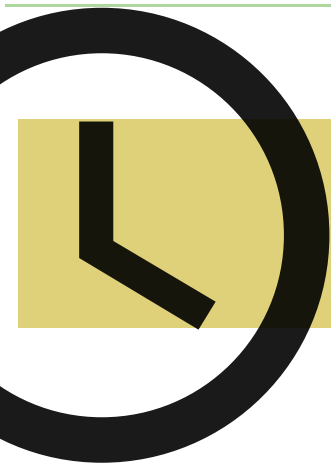
- There is a privilege of who can and do come to meetings, very strategic all areas
- What is oppressive is defined by the community being oppressed. Community must be consulted by the Task Force to address these issues.
- This is a community problem not just a police problem
- The community needs more education on protocols for staffing and deployment
- There needs to be more resources available so that there is not a waiting list to be a part of the citizen's police academy
- Community has responsibility, more structure
- Need to know your rights
- Easy to skate over a neighbor, everyone needs to work to know each other
- Citizens also need to be accountable, you don't need to be friends, but you can look out for each other
- If we had more information we could help more

### 11. City Issues

- Examine fees related to local criminal justice system
- Groundhog Day --Community Service Centers established by Commissioner DOLAN
- Resources
- Look at fees including civil
- Examine CRT and measure need for relief
- Money for more outreach and engagement, technology
- We need a city manager who specializes in community police relations
- PD understaffed, 1/3 are retiring/recruitment/hiring
- Down so many officers that it is hard for the GRPD to function
- Resources for both mental health and PD

### 12. GRPD Suggestions

- Measure use of rifles
- Equal application of law
- Civil forfeiture
- Examine how to interrupt the school to prison pipeline



## GRAND RAPIDS TASK FORCE COMMUNITY MEETING

Community Feedback on Staffing and Deployment

Recommendations—

Sorted by Common Topics

March 7, 2018

- More restorative justice
- Mental health professional on call
- Identify balance between safety and service, concern for public, particularly youth
- Children incident caused harm or public perception is important
- Police get pulled out of meetings and interactions because of lack of staffing
- Strategies are most important, also police should be approachable
- Also when they show consideration to people with mental challenges

### 13. Recruitment and Hiring

- Implement strategies to help identify bias upon hiring
- Broader recruiting to include schools of social work
- Scholarships for local high school students upon graduation to go to the Police Academy
- Recruitment-screen out bias, recruit out of schools of social work, cultivate recruits from public schools with scholarships
- Take a look at the hiring practices

### 14. Training Suggestions

- Emphasize non-bias/non-discriminatory in training
- Mental health first aid training division to treatment and support
- Training non-biased, non-discriminatory, non-violent crisis intervention including history of race in America, understanding privilege
- Coming from city perspective, better training and better education for officers

### 15. Civilian Oversight

- Allow and embrace more civilian oversight
- Keep civilians on public safety committee for oversight and reporting
- Where are the teeth for the citizen review board—very frustrating that this is not on the list—subpoena power





## GRAND RAPIDS TASK FORCE COMMUNITY MEETING

Community Feedback on Staffing and Deployment

Recommendations—

Sorted by Common Topics

March 7, 2018

### 16. De-escalation

- Establish PD awards for exhibited quality de-escalation
- Lansing Chief creating partnerships-hold accountable yet publicly commend officers
- Award ceremony—give awards for de-escalation efforts
- Improve and build officers skills and judgement—defaults to fear

### 17. Equal Application of the Law

- Equal application of the law-i.e. asst. prosecutor's preferential treatment
- GRPD and prosecuting atty. Relationships=trust issues

### 18. Celebrate the Positives

- Police need public appreciation for its training vs. performance, when its good celebrate it

### 19. Evaluating officers

- Officer promotions are tied to the evaluations and ??? in the community
- Learning and identifying problems earlier oversight with confidence of officers

### 20. Data Collection/Measuring Results

- Data based evidence-polling officers where needed—new and younger officers—officers who are believable should be explored in the evaluation, the city has multiple police as community
- Voiceless community - ensure that GRPD is keeping track of stops and reasons why  
Co-production with community and measuring results
  - Using the community will help a lot,
  - but we need track the results better,
  - we need to feel informed and intelligent
  - we can't make it to every meeting, we need to be able to check in
- Economic factors correlate with crime rates, could we track so we can learn more
- A tool for accountability would prevent us having these same discussions over and over
- Officers should have information on problems
- #3 and #4 most important, transparency and information—measure it



## GRAND RAPIDS TASK FORCE COMMUNITY MEETING

Community Feedback on Staffing and Deployment

Recommendations—

Sorted by Common Topics

March 7, 2018

### 21. Communication

- Communicate more broadly to the community to find another intro
- Community liaison to get info out to the community on a regular basis, stay current, community TV show, is presence of police necessary
- Have officers suggest 311 to neighborhood orgs with every contact
- Use technology to reach everyone especially when there are benefits we should know about
- Ongoing public relations, a lot seems negative on the news and social media even before the facts are all in

### 22. Bias

- Review systems the contribute to bias
- Bias and implicit bias, we have to understand those
- #2 and #3 important, understand everyone is biased

### 23. Officer Safety and Wellness

- Realistic view of what police officers do, families in crisis, trauma that officers experience
- OSW –shifts, over time impact officers
- Law enforcement need support too, they want to see progress

### 24. Advice for Task Force

- How does the community feel they are influencing it? Integrate the police more
- Need to see a budget and more people involved
- Make sure we are not beholden to agendas that are contributing to the problem
- Time investing in the people, intentional small steps
- Report publicly what happens at Task Force meetings
- Cut the Task Force police membership in half or less, where police do not equal all the citizens in weights.
- Invite public, especially neighborhood associations to Task Force meetings
- Get these questions out earlier
- Where are the recommendations regarding traffic stop disparity



## GRAND RAPIDS TASK FORCE COMMUNITY MEETING

Community Feedback on Staffing and Deployment

Recommendations—

Sorted by Common Topics

March 7, 2018

- Would like to have meetings in a more neutral locations without police presence, just civilian Task Force members present
- Have a survey available, paper or online for people to make suggestions that cannot make public meetings or are uncomfortable speaking
- Have a survey available, paper or online for people to make suggestions that cannot make public meetings or are uncomfortable speaking
- Traffic stops, look at why we are stopping people, i.e. equipment violations and what the outcome accomplishes
- Addressing violence as a public health issue
- See more marginalized people, i.e. people with drug and alcohol additions, homeless, social workers/mental health invited to meetings to express their thoughts on inequities and issues

### Parking Lot

- Invisible Knapsack—required reading
- Police union reaction should reflect community's reaction of empathy/positive PR come into Grand Rapids inform of police and officers reporting positives
- Promotions save lives, use other media, community-based
- Jail with equity prevents lens, civil forfeitures
- Police unions have negative impact on members—what messages are being sent?
- City needs to look at all of finance as community officers first and last hours should be about
- Maybe have a program to help (not clear what issue this addresses)
- The uniforms and glasses are more intimidating to the public than .....
- Question about combining dispatch and concerns
- Gun violence prevention, access to guns is too easy
- We need to come up with a list of zero tolerance items such as drawing a weapon a
- Motivation process would give a greater understanding
- Trespassing, police not being trustworthy
- Strategic engagement
- How are police our priorities
- COP isn't read on a meeting like this



## MINUTES OF MEETING ON APRIL 12, 2018

I. **Welcome:** The meeting was opened by the co-chairs Deputy Chief Eric Payne and Raynard Ross. Chief Rahinsky and Captain Maycroft were excused because of their attendance at the FBI Academy and a replacement for Capt. Maycroft who will be acting in his absence while he is at the FBI Academy over the next 2-3 months.

II. **Youth Policy:** The co-chairs reported that the Youth Policy was presented to the City Commission. There was only one question from commissioners. The policy has been adopted by the GRPD with all officers in the process of being trained on the new policy. Deputy Chief Eric Payne noted that the Youth Policy does not stand alone, it pulls together related policies into one specific to youth.

III. **Task Force Webpage:** Anita Hitchcock, City Attorney, reviewed the status of the new webpage on the City website providing information about the work of the Task Force. Task Force members encouraged posting as much information about the minutes of each meeting and the outcome of the community meetings as well as any outcomes or changes adopted by the GRPD.

IV. **Community Meeting Summary:** The Task Force reviewed the raw notes and summary of the community feedback from the March 7th Task Force meeting. The Task Force agreed that the new format of small groups facilitated by the Task Force members provided a much stronger voice for the community to give their responses to the work of the Task Force to date. It was noted that in future community meetings, participants should be invited to provide their emails by signing in during their small groups in order to receive updates or feedback from community meetings.

The Task Force asked that the summary of the community feedback be combined to eliminate duplications and then be posted to the Task Force website and distributed by email to the contact list the City uses to notify people about Task Force meetings. 21CP will provide an updated version of the community feedback that provides an unduplicated summary of the notes from each of the small group discussions.

V. **Staffing and Deployment:** The Task Force reviewed the recommendations and action steps developed in response to previous discussion on staffing and deployment that were presented at the community meeting for feedback. The main result of the discussion was that none of the recommendations or action steps are directly tied to actual policies and procedures.

The Task Force discussed the challenges that the GRPD faces because of staffing shortages due to understaffing. Many factors contribute to being short-staffed and pulling COP officers off of community outreach, meetings and problem solving. Officers being out because of illness, injury, discipline, training, etc... has an impact on the ability to staff 24 hours of officers being able to respond to calls for service. GRPD members of the Task Force suggested that the next meeting should be held at the police department so that Task Force members can see the White Board and Line-ups for the different districts. It was agreed that the Task Force would meet at the GRPD in May.





## MINUTES OF MEETING ON APRIL 12, 2018

VI. **Internal Affairs:** 21CP summarized its review of the Internal Affairs presentation, policies and procedures of the GRPD by noting that it exceeds national standards and shows a high rate of complaints against officers that are confirmed. The majority of complaints are actually internal, generated by GRPD's high standards of training and accountability to follow department standards. 21CP found that there were no deficiencies in the current Internal Affairs policies and procedures of the GRPD.

Task Force members suggested that one area that could strengthen the current Internal Affairs system would be to add a 'Conflict of Interest' clause to require those conducting IA investigations to disclose if they have a personal conflict of interest due to a personal/family or business relationship with an individual under review by IA. The GRPD will draft preliminary language for consideration by the next meeting.

The Citizen Advisory Board was also discussed with two of the Task Force members serving on the CAB. The CAB has not been receiving appeals which has raised questions about whether or not the way it is designed or the level of community trust in the process are affecting its utilization. The discussion focused on the fact that so many of the complaints are sustained that it may.

VII. **Training Presentation:** Lt. John Blysmá reviewed the extensive materials provided to document the GRPD approach to training. GRPD candidates complete the state 12 weeks of basic training academy and then begin an additional 8 weeks of in-house training. GRPD has perfected scenario-based training. Trainees complete 1,000 scenarios before they ever hit the road. Bias issues are worked into scenarios, it is part of integrated skills.

GRPD does a lot of training by state and national standards. The list of topics and number of hours for each topic and the schedule of training for both basic and inservice trainings in the department were provided. On topics relevant to the Task Force, officers receive training on implicit bias, de-escalation, ethics, CIT, diversity, and use of force. The training section is made up of 5 core people and 77 content experts/instructors. There is a real agency-wide commitment to adoption of practices and policies. New Sergeants receive 40 hours of training, including diversity, CIT and critical incident response plus 40 hours to be certified to become supervisors. Current Sergeants receive 20 hours of training a year. FTO Schools are 40 hours plus FTO development day (10 hours).

21CP will provide a review of the training portfolio and any suggestions that could help to address disparate policing outcomes in the May meeting. The Task Force will discuss their questions and thoughts about how to address training strategies that may reduce disparate policing outcomes.

VIII. Calendar for future meetings: May 2nd, June 6th, July to be determined.



## MINUTES OF MEETING ON MAY 2, 2018

I. **Welcome:** The co-chairs Deputy Chief Eric Payne and Raynard Ross opened the meeting. The agenda was briefly reviewed, emphasizing the need to stay focused on the disparate and bias policy and procedure scope.

- II. **Orientation of the GRPD Offices:** In the meeting room at the GRPD, Deputy Chief Payne and Chief Dave Rahinsky gave the Task Force an overview of the White Board and Line-ups for the different districts. With community policing in mind, the board (organized in 12-hour shifts) displayed each officer, special teams, civilian employees and their assignment for the day, representing the entire department. The board changes on a daily basis depending on staffing availability, training, special deployment needs, and critical incidences. Chief Rahinsky stated they are understaffed for a city of their population size.
- III. **Staffing and Deployment:** 21CP summarized the review and recommendations on written protocols and staffing and deployment. The Task Force members reviewed and challenged GRPD on how the policies and procedures show-up in the course of their daily community policing. Discussion centered on policies, procedures, integrated training techniques, and awareness that will work to eliminate intentional and accidental disparate and biased policing. Discussion also included the fact that not all communities have a spirit of cooperation and wiliness to work with GRPD. The Task Force also considered how to evaluate the effectiveness on any policy changes that are made. (Anita Hitchcock, City Attorney offered the main theme of continued focus on educating the public).

The proposed changes should be finalized within two weeks.

- IV. **Internal Affairs:** 21CP reiterated that GRPD has best-practice standards for IA, to include but not limited to existing external investigations procedures, an early intervention program, and online ability to file complaints in Spanish and English languages. At the encouragement of the Task Force, GRPD is currently working with lawyers to define “conflict of interest” and adapt it for IA. The input will be submitted by the end of the week. The final Internal Affairs Report will be presented at the June 6th community meeting.
- V. **Training:** The Task Force simply requests that bias training continue to be offered to GRPD. No other suggestions were made.
- VI. **GRPD Presentation on Crime Reduction and Community Policing:** Deputy Chief Payne summarized all the various ways GRPD is operating in community policing efforts to enhance relationships and reduce crime. The Task Force suggests that an increase in officers and programs do not necessarily reflect the heart of the officers. 21CP will review GRPD documents, identify barriers and provide feedback accordingly.



## MINUTES OF MEETING ON MAY 2, 2018

- VII. **Community Meeting:** Will be held on Wednesday, June 6, 2018 with the location to be determined. The Task Force strongly recommends a concise advertising message of transparency on what the Task Force is asking from the community. The Task Force also wants the community to have an opportunity to hold the Task Force accountable for what they have done so far. A mixture of presentations and small group discussions were proposed.

- VIII. **Calendar Review:** June 6th, public community meeting; Wednesday, July 11th: Held one week later, due to holiday; August to be determined.



## MINUTES OF MEETINGS ON JUNE 6, 2018

- I. **Welcome:** The Co-chairs Deputy Chief Eric Payne and Mr. Raynard Ross opened the meeting. The agenda was briefly reviewed, emphasizing the need to stay focused on the mandate of the Task Force: disparate bias policy and procedure scope review.

- II. **Task Force Pre-Meeting:** Many issues were briefly discussed, including but not limited to the following items. First, the four newly created Conflict of Interest Statements require a vote on which one to recommend. Next, recognizing that there is a difference between the mindset of the patrol officer versus departmental policy. Also, the staffing and deployment policy recommendation requires balancing crime reduction efforts with community policing relations' intentions. The Task Force's initially chosen, 'one-committee' process, requires improvement in order to be mindful of the one-year mandate deadline. There was acknowledgement that although there is more work to be done, the Task Force has made improvements to Internal Affairs Policy, the Youth Policy, as well as the Conflict of Interest Policy.

- III. **Community Meeting:** Co-chairs Mr. Raynard Ross, Deputy Chief Eric Payne, and Commissioner Mr. Kurt Reppart opened the meeting. The agenda was reviewed and explained that the majority of time will be spent in small group-table discussions in order to obtain community input from the approximately 90 community members in attendance. Mr. Jim Copple facilitated the discussions. Two questions were disseminated and discussed at each table, then reported out to the group as a whole.

Mr. Ron Davies presented a short review of the Task Force's projects: Youth Policy, Staffing and Deployment, Internal Affairs, and Training.



## MINUTES OF MEETING ON JUNE 6, 2018

IV. **Task Force Post-Meeting:** During the debriefing, it was decided that the Task Force wants to refocus the process to increase participation and probe deeper into the four issues of the mandate: training, staffing and deployment, youth policy, and internal affairs.

V. **Calendar Review:** Task Force will meet on Wednesday, July 11, 2018, one week later than normal due to the holiday. Location unknown. August and September dates and locations to be determined.

VI. **Items for consideration before July's Meeting:**

- a. Anita Hitchcock, City Attorney, recommends that Task Force members contact Amy, City Communications Officer, before talking to press.
- b. Review the initial ten topics agreed upon at the beginning of the Task Force Process. Discussion on whether they were addressed, need to addressed, or eliminated.
- c. Although 'criminalizing poverty' is not part of the mandate, it can be used as a filter to help identify disparate practices.
- d. Reading and understanding the six pillars of 21st Century Policing.
- e. Reading and understanding the Grand Rapids City Police Department's Policy Book.
- f. Give intentional thoughtfulness to the topics, the mandate, and vision for the future.
- g. 21CP will research Recruitment and Hiring before discussion begins.
- h. An unanswered question - Is police officer staffing based on per capita or based on crime rate?
- i. Based on June's meeting, what is left to be asked and answered?
- j. Discussion on the marketing strategies upon the final release of recommendations.
- k. Mr. Copple- will set a conference call to create the reset to talk with the co-chairs Eric Payne and Raynard Ross to create the new process.
- l. Decide on the location for the retreat in September.



## COMMUNITY FEEDBACK ON POLICING PRACTICES TO REDUCE BIASED POLICING OUTCOMES

Question 1: What are your expectations and outcomes from a community-policing model?

**Expectations:** Community members identified a number of key statements speaking to their expectations of the Grand Rapids Police Department and a culture of community policing:

- Be kind, exercise some kind of humanity, it does not cost anything to be kind
- Officers are happy to engage with community, not with intent to intimidate
- We should be able to trust each other
- We can live/walk/play safely in our neighborhoods
- We can function in our community without being discriminated against
- We can look forward to seeing an officer of the law with confidence, despite the climate of the country

**Accountability:** Community members expressed a basic desire for the GRPD to be accountable to the public for their interactions with the community they serve.

- GRPD shall be accountable to the public through standards, protocols and policies
- Citizen or civilian review board should be considered a part of community policing
- The GRPD shall meet measurable outcomes or at least outputs

**Department-wide community policing:** Community members support a department-wide approach to community policing.

- Community policing starts with the leadership of the GRPD.
- Begin with a mindset change, community policing is not watered-down policy, rather it is department-wide, the actions of every officer engaging with the community.
- Establish a precinct model where community members can come speak with officers in their area, be physically located in neighborhoods, easier for neighbors to engage rather than centralized downtown.
- Do some review of the model we have with our current CPS officers. Residents want to see more officers – CPO are only available four days a week—all three shifts, more walking the neighborhood—create relationships and trust through positive interactions outside of enforcement contacts with the public.
- ALL officers are community officers: Treat all contacts with respect, relationship building, know how the community wants to be treated.
- Best law enforcement is when ALL people have skin in the game.

## COMMUNITY FEEDBACK ON POLICING PRACTICES TO REDUCE BIASED POLICING OUTCOMES

**Staffing and Resources:** The GRPD has to have the resources to respond to calls for service and to build positive relationships outside of enforcement contacts.

- GRPD staffing is an issue for continuing study to ensure the department has sufficient resources to respond to calls for service. Having resources to perform positive reinforcement.
- GRPD should review calls for service to prioritize calls for service and seek to emphasize delivering the best service levels with the resources available.

**Incentives for officers live in their community:** Community members expressed a high degree of interest in having GRPD officers live in the community.

- Offer incentives for officers to live in the community where they work. When officers don't live in the community, they come into a neighborhood on a call, already on the defense.

**Diversity of the GRPD:** Community members expressed a desire to see the GRPD reflect the diversity of the community.

- Focus on ensuring a diverse force in communities that are growing and increasing the amount of people of color in the area. We need more officers to look like us in our neighborhoods.

**De-escalation:** Community members want to see a stronger focus on de-escalating police interactions as much as is safe.

- GRPD should continue to emphasize de-escalation and develop incentives for it, avoid over-responses like at Muclicle Park.
- Review bodycam videos in which an incident was appropriately de-escalated and use this for training purposes.
- Don't use quotas, or anything that could be construed as a quota for stops or arrests.

**Equal Treatment:** Community members felt strongly that equal treatment for all citizens is essential to building trust between the community and police.

- Clear policies regarding officer discretion are essential as officer discretion can contribute to disparate outcomes as a result of implicit bias. Implicit bias training needs to be reinforced regularly and supervision should include key performance indicators.
- Internal Affairs should look at comparatives, situations in which similarly situated individuals of a different race were treated more favorably by a community officer/patrol officer under similar circumstances and determine the reasoning with a plan of action to decrease these disparities.

## COMMUNITY FEEDBACK ON POLICING PRACTICES TO REDUCE BIASED POLICING OUTCOMES

- Equitable responses to all calls regardless of area is important to building trust, stigma is in the poorest communities. Bad area equals more cops. Repeated profiling of communities and individuals, especially when there is no actual cause creates anger and frustration.
- Act the way the community wants them to act—treat individuals with respect, don't always expect the worst.

**Community Engagement in Policing Strategies:** Community members want to be more involved in partnering with police to improve outcomes.

- There are more ways that citizens can be involved in policing--civilian representatives could shadow community police officers and internal affairs investigations, expand Citizen Academies and who has access to them, increase citizen participation in hiring and training.

**Transparency and communication:** Communication and transparency are essential to building trust and relationships between community and the police.

- The GRPD needs to ensure transparent and open communication, especially when things don't go right. But they also need to do a better job at telling the good stories.

**Engagement between officers and community—it has to be relational:** Community members spoke extensively about deepening community police relationships as a strategy to reduce disparate outcomes through increased insight, knowledge, respect, and collaboration between police officers and the neighborhoods they serve.

- Officers being present in sectors such as schools, churches, and companies establishing relationships so they are connected and engaged outside of calls for service and police enforcement actions is essential.
- The GRPD should make it possible for officers to be as proactive as possible, able to do positive things in the community that build strong and healthy relationships.
- Officers should get to know their neighborhoods specifically. If communities are seen as neighbors first, as partners, then communication is more open, mutual respect is earned on both sides and problem solving is more likely.
- Community members want to be seen as an officer's neighbor or family member, to be treated with the same dignity and respect they would show their own trusted relationships. Nobody should be defensive or fearful, rather than negative expectations, they want to be seen as constructive partners and co-owners of community well-being and safety.
- Regular neighborhood meetings with the GRPD and residents with community officers and beat cops, are essential. These meetings create an opportunity to learn from each other. Residents talking and problem solving with officers, learning about how and why officers do what they do, providing feedback on how policies/protocols/practices are experienced and perceived by the community.

## COMMUNITY FEEDBACK ON POLICING PRACTICES TO REDUCE BIASED POLICING OUTCOMES

**Role of dispatch:** Dispatch plays a critical role as the first point of contact for the public with calls for service through 911.

- 911 dispatch needs to ask more pertinent questions during non-threatening calls.
- Dispatch training / documentation/ gathers a full picture (racism etc.) and should be included in efforts to reduce disparate outcomes in policing.
- Dispatch can be trained to assess and diffuse calls by asking more pertinent questions during non-threatening calls to lower call load..

**Problem Solving:** Community policing includes problem solving as a major component of reducing calls for service, improving public safety and officer safety.

- Proactive problem-solving focuses on issues that can be mitigated through creative solutions jointly developed by the community and police, especially in areas with higher crime rates and social disorder issues. By working together, the community and police can monitor strategies to reduce or manage disparate outcomes in ways more acceptable to the community.
- Partnerships can maximize efforts to problem solve by mobilizing resources and engaging all the key stakeholders. Officers should be trained in available resources, how to develop and work with partnerships.
- Data is a key to problem solving, GRPD should identify additional resources to support data collection for problem solving.

**Positive Engagement with Schools, Children, Youth:** Community members would like to see officers spend more time interacting positively and proactively with children and youth.

- The GRPD should identify ways to partner with schools and others to spend quality time in positive and proactive ways with children and youth. This could include a school-based curriculum, afterschool activities, lessons on how to protect themselves, reporting abuse, child-centered events, officers as coaches or mentors.
- Recognize that many parents fear police interactions with their children and youth, work with parents and the broader community to help them understand ways to interact with the police, how and why police policies affect the way they handle police interactions with the public and with youth. As part of that work, make sure the police understand the impact of their interactions with children and youth that can cause trauma, also how to work with and recognize children and youth who have been exposed to trauma.
- Train officers and dispatchers to recognize calls for service that may be the result of the caller's own implicit bias about a particular situation that is an incorrect assumption about the situation. Don't dismiss community and parental concerns about racism/implicit bias, rather train all to recognize it, understand it and develop strategies to mitigate unnecessary further harm as a result of mistaken calls for service.



## COMMUNITY FEEDBACK ON POLICING PRACTICES TO REDUCE BIASED POLICING OUTCOMES

**Community Building:** Community members thought they also needed to be proactive in building community capacity as a partner with police.

- Look at the community's gaps in knowledge and educate ourselves to know our rights and responsibilities as community partners with the police.
- Create concrete ways that the community can work with the police to strengthen neighborhoods, address public safety issues and reduce social disorder factors, especially tools for neighbors to solve issues without having to call the police.
- Focus on strategies to increase community bonding and attachment, where neighbors know each other and factors that contribute to isolation are tackled and addressed.
- Strengthen partnerships with grassroots organizations to facilitate community strategies to create a city culture that recognizes and values the contributions and participation of all segments of the community. Latinos and African Americans were mentioned specifically as populations that are experiencing a sense of isolation and disparate treatment.

### Question 2: What are the characteristics of an ideal police officer recruit?

**Reflective of the community:** Community members felt strongly that to the extent possible, the GRPD should seek to hire and incentivize officers to live in Grand Rapids.

- The GRPD should seek to hire "home grown" officers by creating a pipeline for community members to become police officers. Home grown officers are more likely to reflect the community itself and understand the dynamics, history and culture of the community.
- Create programing that can funnel interested applicants into the profession in lieu of advanced degrees.

**Character Traits:** Community members identified character traits they felt were important in officer recruits.

- Disciplined, self-driven, decision-maker
- Empathetic, able to legitimize/validate the importance of resident's concerns
- Competent, knowledgeable, cultural and historical understanding
- Ability and willingness to learn, open to correction
- Secure, patient, mature, well-balanced
- Honest, high quality values, high moral character, integrity
- Not an alpha male! No-EGO-tripping!
- Strong social skills/interpersonal skills, high emotional intelligence
- Open-minded, non-judgmental
- People person, outgoing, welcoming

## COMMUNITY FEEDBACK ON POLICING PRACTICES TO REDUCE BIASED POLICING OUTCOMES

- Kind, compassionate, caring
- Communication skills, strong interpersonal skills, tactful, good listener
- Public service minded, interest in serving others
- Someone who can de-escalate

**Understand the history and culture of community:** Community members want officers to understand the history of racism and the culture of the community.

- Officers should have the capacity to understand the history of racism, the current challenges being experienced in the community by people of color with law enforcement and in the broader community as a way to address their own implicit bias, to empathize with and see all community members with a greater capacity to be equitable and fair.
- Officers should understand and appreciate the heritage that each segment of the community brings to the diversity and richness of the community.
- Officers should be able to talk to a lot of different people, articulate/communicate with residents about what they are doing, including people that are different from them.

**Factors to consider in recruitment:** Community members identified a number of factors to consider in the recruitment and hiring of new officers.

- Demonstrated willingness to work with other cultures i.e., Peace Corp, military
- Emotional intelligence screenings
- Various assessments psychological/personality/leadership capability
- Team sport athletes--team players
- Healthy understanding of power relationships, know how to interact with people and not make fear-based decisions
- People who have undergone de-escalation/implicit bias training
- Older, more experienced officers, experienced, seasoned officers with other agencies
- Some younger officers
- If they don't know the answer, able to ask a question
- Knowledge of criminal justice system, mental health and social services
- Stamina, physical and mental fitness
- Some level of education, educated but does not need a degree
- Understand important issues
- Community connections, association, involvement
- Service focus, volunteer history, community service mindset
- Social work skills, problem solver, emotional intelligence, ability to read others and desire to help
- Able to write a report and analyze a situation

## COMMUNITY FEEDBACK ON POLICING PRACTICES TO REDUCE BIASED POLICING OUTCOMES

- Balance both the warrior and guardian characteristics because police are dealing with more challenging issues like school shootings
- Bilingual – social worker background
- Instill a level of confidence, need a “presence” about them
- Ability to follow up and follow through, let you know the next steps, take an action. i.e., if this happens, then do that

**Recruitment Strategies:** Community members identified ideas around recruitment strategies to address how to reach and recruit strong candidates including persons of color.

- The GRPD should start in middle school and high school to find ways to identify and mentor kids early and pay for their training to become an officer. Educate them about the things that could keep them from being able to be hired such as tattoos, drug charges.
- The GRPD should ask why a person of color would want to work for law enforcement to identify the changes they need to make as an organization and culture to make the organization welcoming and supportive to all officers and nonsworn staff.
- The GRPD should examine hiring practices to identify the barriers/arbitrary rules that tend to keep women and people of color from being included in recruit applicant pools and identify ways to mitigate underlying policies or address barriers.
- Need to have hiring screeners that are skilled at finding the right people to be a cop.
- Are the requirements too structured? Are we missing people with common sense who may not have the level of education?
- Allow a longer period of time for onboarding for sufficient vetting to find out who officers actually are so that new officers can be introduced to the area where they will be assigned.

### Miscellaneous Comments

- Change the culture first equals make the culture attractive
  - The culture is not attractive for people of color
- Not about recruitment, it is training/procedures/ systems
- There is no ideal candidate
- Be intentional about recruiting
- Intention about looking at implicit bias when hiring
- Black officers struggle with getting respect from residents. Called “Uncle Toms” and “Sellout!” and this impacts the ability for officers, especially officers of color, to build a community when they are rejected.
- Diversity training
- Hold accountable to what they said at the interview



## MINUTES OF MEETING ON JULY 12, 2018

**In attendance:** In attendance: Anita Hitchcock (City Attorney), Raynard Ross, Jim Copple (21CP), Colleen Copple (21CP), Asst. Chief Eric Payne, Ron Davis (21CP), Roberto Villaseñor (21CP), Capt. Geoffrey Collard, Andrew Bingel, Sgt. Jana Forner, Marques Beene, Huemartin Robinson, Maria Moreno-Reyes, Chief Dave Rahinsky, Det. Dan Adams, Lt. John Bylsma, Capt. Mike Maycroft, Sean Smoot (21CP), Kristen Rewa (Assistant City Attorney), Deputy Chief Dave Kiddle, Lt. O'Brien, Mary Beth Jones (City-HR) and Desiree Foster (City-HR).

- I. **Welcome:** Task Force members were welcomed by the co-chairs Deputy Chief Eric Payne and Mr. Raynard Ross. The agenda was briefly reviewed by Jim Copple (21CP). 21CP had Ron Davis, Roberto Villaseñor and Sean Smoot also in the meeting to continue their overall assessment of the GRPD in relation to the Task Force Report on 21st Century Policing as part of their contract with the City of Grand Rapids.
- II. **Review of 21CP Recommendations for Staffing and Deployment, Internal Affairs, Training:** Ron Davis reviewed the recommendations presented by 21CP for the topics on Staffing and Deployment, Internal Affairs and Training and opened them up for discussion and approval by the Task Force members.
- III. **Close Out of Recommendations by Task Force Members:** The Task Force approved the recommendations proposed by 21CP by consensus following a discussion with the Task Force members where specific topics were raised.

The recommendations that were approved included two additional suggestions raised by Marques Beene during previous meetings on the Conflict of Interest policy related to Internal Affairs.

Task Force members were asked if there were additional questions or topics that they wanted the Task Force to address as the Task Force wraps up its charge from the City over the next two months.

Marques Beene asked if it is possible to get at a policy solution for community concerns about police stops of minority youth and how best to manage them to mitigate unintended consequences for youth. Ron Davis suggested that this could be addressed in the Community Policing and Crime Reduction topic in August. That would allow time for the GRPD and for 21CP to research current policy and to identify if there are proactive ways to reduce negative consequences for youth encounters with police officers without creating additional issues.

- IV. **21CP Analysis of Community Policing/Crime Reduction:** 21CP will come back to the Task Force with specific recommendations in the August meeting.





## MINUTES OF MEETING ON JULY 12, 2018

V. **Review of the Community Meeting summary from the June 6th meeting:** The Task Force was provided the transcripts and summary analysis of the community meeting results for their review. Task Force members will provide any feedback or corrections within the next week before it is posted for the public.

VI. **HR Presentation on Recruitment and Hiring:** Marybeth Jones, Executive (employment attorney, union negotiator) over HR and Desiree Foster, HR Director provided an overview of the recruitment and hiring process currently in place in Grand Rapids.

According to Marybeth Jones, GRPD is the second largest city in Michigan, even though we have things to clean up, a lot of cities look to Grand Rapids for leadership. We are relied upon as the best-in-class. HR works closely with the GRPD to improve the diversity and quality of the workforce.

The challenge faced by every law enforcement agency in the State of Michigan is the limitation in the number of minority candidates that are available through the pipeline for officers. There are 669 law enforcement agencies in Michigan and only 15 minorities passed the State Exam last year. Because 67% of the pool comes from the Detroit area, that means there aren't many of the 15 candidates left for the rest of the state.

Other challenges for recruitment include fewer young people applying to be an officer. This was attributed to a number of causes including the negative perception of the public about policing right now, the length of time it takes to actually get through the hiring process, and the changing behaviors of people no longer staying in the same job for an entire career.

**Recruitment:** Grand Rapids does make an intensive effort to grow the home team through early outreach to middle and high school students, internships, Police Explorer Post, and Youth Police Academy. Two new approaches include the Youth Advisory Board set up last year by Chief Rahinsky and the Pathways to Policing in partnership with the Boys & Girls Clubs (2 groups of 25 each).

Strategies used for recruitment include providing copies of the police and fire guides for taking the State Exam available at the Libraries, educating students in middle school about what can disqualify them from becoming a police officer (drug arrests, criminal records), working with colleges and universities to identify potential recruits, going into the community to do "recruitment readiness," luncheons with athletic directors, and working with the Veteran's Administration to identify potential former military candidates.



## MINUTES OF MEETING ON JULY 12, 2018

Jim Copple mentioned the “Hiring in the Spirit of Service” project funded by the Office of Community Oriented Policing Services that focused on recruiting second career former teachers, social workers, nurses, etc. to infuse people whose instincts are to take a pro-social problem-solving approach to working with people.

21CP shall submit recommendations for Recruitment and Hiring for review in the August meeting.

### VII. Identify Additional Policies and Procedures:

Raynard Ross raised several areas for clarification based on his detailed review of the policy manual and time was spent addressing the questions with input from the GRPD and the City Attorney.

Actions from this discussion included:

- GRPD will provide the Task Force members with the job description for the Community Policing Specialist position
- 21CP will look at the Automatic License Plate Recognition System to ensure that the policy in place had adequate protections to keep it from being abused.
- 21CP will review the Field Interrogation related policies to see if they can be strengthened or clarified in light of the earlier concern raised by Marques Beene about officer stops of juveniles when there is no probable cause present.

### VIII. Other Topics

- Next meeting: 21CP will give recommendations on Community Policing and Recruitment and Hiring
- 21CP assessment of the GRPD using the 21st Century Policing Task Force Report is also underway and will be incorporated into the final report.

### IX. Calendar Review

- a. Next meeting: August 1st
- b. Final Task Force Meeting if all topics are addressed: Sept. 5th
  - i. This would also be a community meeting
- c. Final Report to the GRPD and City of Grand Rapids is due by the end of September unless more time is needed



## MINUTES OF MEETING ON AUGUST 1, 2018

**Present:** Raynard Ross, Deputy Chief Eric Payne, Huemartin Robinson, Ed Kettle, Sgt. Jana Forner, Capt. Michael Maycroft, Capt. Geoffrey Collard, Lt. John Bylsma, Anita Hitchcock, City Attorney, Deputy Chief Kettle, Ron Davis (21CP), Sean Smoot (21CP), James Copple (21CP), and Josephine Powers (21CP).



### Welcome and Introduction

Co-chairs Raynard Ross and Deputy Chief Eric Payne welcomed participants and acknowledged that several members were absent due to holiday and vacation schedules. The chairs introduced Jim Copple to facilitate the evening meeting. Copple reviewed the agenda and announced several changes or modifications in the order of the agenda.

### Recommendations Review

Ron Davis from 21CP was asked to review the Recommendations sent to the Task Force and announced that the recommendations were now ready to be forwarded to the City. There were no objections.

### Hiring and Recruitment

Davis then facilitated a discussion of 21CP's assessment of Recruitment and Hiring.

Task Force members affirmed that the State of Michigan controls the hiring process for the entire State of Michigan. This can have an impact on recruitment. Davis affirmed that 21CP "Did not find any area in Grand Rapids City practice that would contribute to either racial disparities or any practices that would discourage minority applicants."

21 CP recommended the following:

1. Develop a national recruitment strategy that reaches the entire country.
2. Build on current practice within the city to grow your recruitment process.
3. The applicant's arrest record is legitimately assessed for the hiring process.
4. Prepare candidates for testing by enhancing existing programs.
5. Acknowledge that Grand Rapids is not a racially diverse area and you will always face challenges in recruitment.
6. Be intentional in using diverse strategies to attract the younger generation.
7. Grand Rapids should continue to use a de-certification process including participating in the national de-certification index.



## MINUTES OF MEETING ON AUGUST 1, 2018

Task Force members responded to the recommendations with the following comments:

1. Ed Kettle said it was a frozen market. If you don't have the money, you can't do anything.
2. Raynard Ross – Assess and track the effort 6.2 minority hiring process and intern program.
3. Raynard Ross – GRPD needs to ask if their voice needs to be heard concerning the state's pre-employment requirements of becoming a police officer. Intentionality for support services for police candidates.

Ron Davis will adjust the recommendations accordingly.

### 21CP Recommendations on Community Policing and Crime Reduction

Ron Davis led the Task Force in a discussion of the recommendations on Community Policing and Crime Reduction.

Davis affirmed that, "It is clear that the Grand Rapids Police Department is making a significant effort to better improve the relationships between the police and the community." Recommendations included the following:

1. Include community input into the CompStat Process
2. Community policing is beyond specialized units but must become part of the culture of policing in the Grand Rapids Police Department
3. Develop more patrol strategies to include non-enforcement activities
4. Require Problem-Oriented Policing training for all sworn Officers (POP)
5. Incorporate the core principles of community policing in annual performance evaluations.

Extensive discussion followed the presentation of the recommendations. Captain Maycroft and Deputy Chief Payne stressed that with the exception of involving citizens in the CompStat process, the PD had been practicing all these recommendations. However, they acknowledged that with budget cuts and reduction in staff, it had been a major challenge to implement all the components of community policing.

Davis acknowledged that challenge and will modify the recommendations accordingly. He will stress the need that there can be no mandate to do community policing unless there are resources to support the mandate.

Discussion followed that it would be important to use the Task Force Recommendations report and feedback from national experts (21CP) to request more financial resources at the request of the community. This must be community driven.





## MINUTES OF MEETING ON AUGUST 1, 2018

It was then suggested that Recommendation 5.8, “Recognizing that community policing works best when it is supported by elected leaders and is a subset of community-based governance; the Mayor and City Commission should adopt a Resolution that mandates community policing as the operating philosophy of the police department and require all city departments to contribute to enhance public safety through community collaboration.” be moved to 5.1.

Task Force members then suggested that with each of the recommendations that the words, develop, expand, or enhance be added to the appropriate recommendation.

Community would support all eight recommendations when presented and explained to them.

These recommendations are necessities, NOT niceties. They are needed, not wanted.

Task Force members then recommended that they move 5.7 **Recommendation 5.7:** “GRPD should develop a citywide community policing plan that incorporates crime reduction strategies, community engagement and partnerships, and police department oversight.” to become 5.2.

GRPD is advised by 21CP to be prepared to substantiate and prove recommendations to the community and decision makers once recommendations are made.

### **CALEA Accreditation on Police Accountability**

Deputy Chief Payne led a discussion of the newly acquired accreditation from CALEA (Commission on Accreditation for Law Enforcement Agencies). Payne discussed the mission of the Task Force and how it relates to CALEA. He stressed that the CALEA accreditation is the Gold Standard for Law Enforcement.

Dan Adams spearheaded the recent accreditation. GRPD reviewed 124 policies. Created less than 10 new policies. CALEA looks at best standards... and GRPD had to prove they met them. 120 agencies received accreditation. Accreditation can assist in legal cases, and can result in lowering insurance rates. Only 4% of police departments have this accreditation.

21CP strongly recommends that this process be explained to the community and reinforce how it enhances police accountability.

### **Discussion of Outstanding Topics Raised by the Task Force**

Topics for further review or closeout

1. LPR's – It was answered.
2. Conflict of interest – check
3. Background arrest – pre-employment check.



## MINUTES OF MEETING ON AUGUST 1, 2018

4. Detention of youth – check.
5. Technology adding to disparate practices. Examples: facial recognition for women and African Americans.

### 21CP Assessment Report and Closing Document (Progress Report) and Calendar Review

Ron Davis from 21CP walked participants through the following events or activities for September and October. The September 5 meeting will deal with all outstanding issues or recommendations and will close out all recommendations in preparation for the final report. 21CP will report out on the assessment of the Department's adherence to the Task Force Report on 21st Century Policing. All final recommendations will be distributed in a public meeting to be held October 24th. It will be the final community meeting.

Task Force Adjourned at 8:30 pm.



## MINUTES OF MEETING ON SEPTEMBER 5, 2018

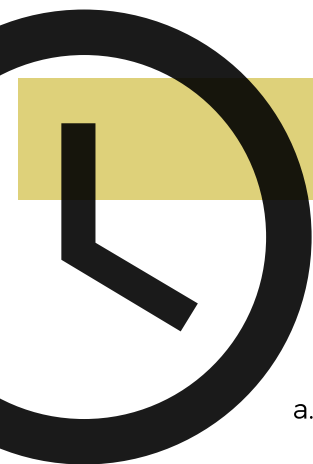
**Present:** Roberto Villaseñor (21CP), James Copple (21CP), Colleen Copple (21CP), Chief David Rahinsky, Deputy Chief Eric Payne, Raynard Ross, Capt. Geoffrey Collard, Sgt. Jana Forner, Huemartin Robinson, Maria Moreno-Reyes, Marques Beene, Sonja Forte, Sgt. Dan Adams, and Janay Brower, Kirsten Rewa, City Attorney's Office.



### I. Welcome—Co-Chairs

Raynard Ross and Deputy Chief Eric Payne welcomed the Task Force and turned the meeting over to Jim Copple (21CP) to provide the agenda review and facilitate the meeting. Janay Brower mentioned that she had feedback on the topics and recommendations that have been closed. Jim Copple suggested that she provide the feedback in writing as the Task Force is not relitigating the topics, but 21CP can review her comments as 21CP as they finalize the assessment and final recommendations.

Raynard Ross suggested that the TF might also want to add an agenda item to respond to a more recent incident involving the handcuffing of an 11-year old and whether or not the TF should make a statement about the Youth Policy.



## MINUTES OF MEETING ON SEPTEMBER 5, 2018

### II. Status Review – 21 CP Recommendations Document on Community Policing and Recruitment and Hiring

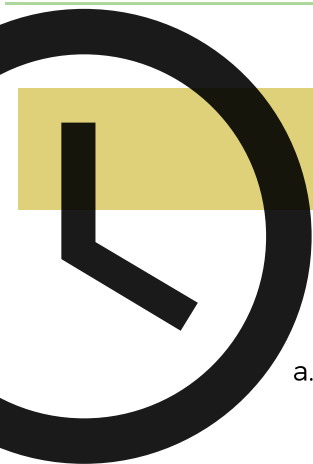
- a. The GRPD is issuing a contract for a staffing and deployment study with a 120-day turnaround time. A Job Task Analysis is not part of that study. The goal is to help inform the City Commission that staffing is critical to community/problem-oriented policing. GRPD wants to add an evening component to the COP—the Commission declined to hire more officers, until they know if current staffing levels are adequate? The study will provide outside validation of the need.
- b. GRPD is looking for dedicated call time, available time for community engagement. The traditional metric has fallen out of favor. The number that has more credibility is the percentage of unallocated time (60/40). GRPD is going to come out on the low end of discretionary time. Roberto Villaseñor said that in Tucson they found they had to build in admin time (40/30/30). GRPD is looking at the entire department and the shift model in place.
- c. Janay Brower asked if there a way to use technology to reduce admin time (i.e., voice to text). Raynard Ross suggested we have to think about doing things differently, it is an opportunity to consider what roles aren't currently in existence.
- d. Chief Rahinsky indicated that GRPD is looking at what work can be civilianized. We are trying to look at all that creatively. Right now, GRPD can't handle two critical incidents at a time because of lack of resources.
- e. The recommendations from this group are essential to get the budget to implement them. The new City Manager is tracking our progress. Ron Davis will present the recommendations to the Commission on Sept. 11, 2018. The final report will be wrapped up by the end of October.
- f. GRPD will be asking for weekend and evening community policing support. Right now, GRPD has 119 officers in uniform out of 295 officers, if we were at 400 officers, all officers would be community policing officers.
- g. Raynard Ross commented that the second community policing paragraph is the essential statement from the community perspective—it has to be more than on paper. He asked if 21CP would be able to identify some practical components that get us to reality—citizenry having a role—what level that is. 21CP agreed to do that.



## MINUTES OF MEETING ON SEPTEMBER 5, 2018

- h. Officer hiring and diversity discussion covered several topics including: MCOLES requirements for physical fitness, reading and writing; and, hiring un-sworn candidates who can pass the basic proficiency testing and sending them to the academy. MCOLES needs to clarify what it means by good moral character.
- i. The question about candidates with prior military service: they go through the exact same process, GRPD screens for their mental health, appropriateness of the individual not the military experience is the determining factor. Mental health screening for risk factors is the same for everyone, but they are all checked. We have lost people through the screening on a regular basis.
- j. Janay Brower asked about the criteria for hiring officers, maybe looking at soft skills, we had talked about the soft skills. GRPD indicated that this is not unique to GRPD, it is becoming a trend across all professions. This is part of the hiring process to use screening to fit the profession, less emphasis on para military, it is more about mental health/social skills, CIT/Mental Health first aid, transferring more into the psychological testing (communicator, problem solver). HR said they would look at recruiting for second career professionals from the helping professions, should be included in the recruitment pool..
- k. Huemartin Robinson mentioned that retention is also important, some of the minorities recruited recently have left the department, termination of officers is going to discourage minorities from applying. If you can't keep them, it sends a bad message to other minorities. There is an area where development of policy is important, retention is also important. That is your next problem with the community.
- l. Chief Rahinsky noted that the stats about minorities leaving the department are not accurate. The department is working on retention. Every officer matters, because we can't afford to lose any. We are making a huge investment, we want them to succeed. Maybe we should have pushed back on that bad information harder. There is information that needs to be addressed about retention of minority officers.
- m. Sonja Forte suggested we look at our turnover, the statement is more affirming if we are consciously setting a culture where we don't isolate or force out minority officers. We are making a corporate statement—we have a welcoming culture.





## MINUTES OF MEETING ON SEPTEMBER 5, 2018

### III. Community Policing Status Update (GRPD to generate a list of Community Policing Activities Currently being Implemented or Updated)

- a. The GRPD will provide a list of what community policing activities are currently actively being implemented. It was noted that 2 Districts have given up community policing specialists.

### IV. 21CP Assessment Report and Closing Document (Progress Report)

- a. 21CP will present the recommendations to the community at the October 24th meeting. The community will provide feedback on the recommendations overall. Anita Hitchcock will identify and confirm the location for the community meeting. The final report and 21CP assessment will be presented by the end of October.

### V. What have we learned from the Youth Policy experience with the 11-year olds handcuffed last week.

- a. Incident involving 2 children and one 17-year old, where a 911 call reported seeing 3 young black males and one of them with a gun. Police responded and took the three into custody some blocks from the original reported citing. The two young boys were under 12 years of age.
- b. The GRPD did release 8 minutes of BWC footage and answered questions for the local media regarding the incident involving 3 youth, 2 of whom were under 12 years of age. Janay Brower asked if there were any studies on the impact of handcuffing on a child as a use of force or traumatic experience. GRPD released the transcript of the 911 call, which gave the location and the description.
- c. The presence of the 17-year old did increase the risk of a gun present, he had a record for burglary. They did match the description based on the clothing and ages.
- d. The TF asked if the youth policy informs the response, influences the response, encourages officers to use discretion, uses the least restrictive course of action based on safety concerns.
- e. GRPD initiated an internal affairs investigation. The mother didn't want the boys to talk to them.
- f. Marques Beene commented that what could make it more of a civil rights issue is if white kids are treated differently. At the scene GRPD called the family and released them to the grandfather with the mother's consent.



## MINUTES OF MEETING ON SEPTEMBER 5, 2018

- g. Raynard Ross commented that it is a no-win situation, the officers seem to have done what they had to do. Huemartin Robinson asked if it is always the policy to handcuff before patting them down. The answer from GRPD is yes, if the gun/weapon is in the waistband the risk of a fight escalates to a more likely situation of someone getting hurt. Kirsten Rowe indicated that the law prefers that you handcuff first, then pat down.
- h. Roberto Villaseñor indicated that you have to have reasonable suspicion. They did what they had to do. What he liked was the tone of voice that the officers used trying to de-escalate the situation.
- i. The answer to the question “Do you feel like the Youth Policy had an impact on how this situation was handled?” was that it was still hard to watch, but did the policy improve the way the situation was handled. Any tweaks?
- j. Huemartin Robinson said that in comparison to the ‘Honesty’ incident, not a lot changed in how it was handled. It seemed the same thing, except that the girl was kept in handcuffs for a longer period of time. The public is looking at the entire protocol, can there be something to mitigate the trauma of being handcuffed and having a gun on them. From a parental perspective—it is traumatizing. What do we do to mitigate the trauma, that is what parents are concerned about, when there was suspicion.
- k. Chief Rahinsky informed the TF that the GRPD has taken 286 guns off the street in the last 12 months. If that weren’t the case the Chief might be comfortable rethinking this protocol. I don’t see an alternative, I would if I thought there was something else that could be done. Scenario-based training is where they learn to use the protocols for responding to a gun and kids.

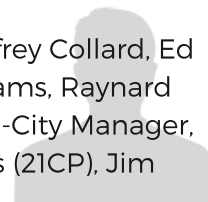
### VI. Calendar Review

- a. Final Community Meeting on Oct. 24, 2018.



## MINUTES OF MEETINGS ON OCTOBER 24, 2018

**Present:** Chief Rahinsky, Deputy Chief Eric Payne, Capt. Mayfield, Capt. Geoffrey Collard, Ed Kettle, Sgt. Jana Forner, Lt. John Bylsma, Officer Andrew Bingle, Det. Dan Adams, Raynard Ross, Marques Beene, Maria Moreno, Huemartin Robinson, Mark Washington-City Manager, Anita Hitchcock, City Attorney, Kristen Rewa, City Attorney's Office, Ron Davis (21CP), Jim and Colleen Copple (21CP).



### 5:30 – 6:45 pm Preparation Meeting of the Task Force

1. Welcome—Co-Chairs
  - Raynard Ross and Deputy Chief Eric Payne
  - Jim Copple to Facilitate

2. Review Minutes

3. Review Task Force Recommendations

4. 21CP Assessment Review

Ron Davis spoke to the purpose of the assessment by 21CP as part of the scope of work for the GRPD. It addresses the positives and areas for improvement. For example, Pillar 2—Policy & Oversight—has a chart, Pillar 4-Community Policing and Crime Reduction—speaks to the need for a citywide community policing plan that is staffed properly in order to have space for community engagement.

Community policing includes engaging the community at the decision-making level. Involvement of the community in training, crime reduction and oversight helps to address transparency and accountability. Community mistrust is the concern, the GRPD has to focus on strategies to reconnect the dots with the community.

5. Review Process for Public Meeting

The Task Force reviewed the process for the public meeting and how best to give everyone a chance to be heard and to provide feedback. The co-chairs will review the 38 recommendations, Ron Davis will give an overview of the process, and then the Task Force members will be seated at the round tables to facilitate the small group discussions for feedback. There will be a report out from each of the small groups at the end to allow people to speak to the whole audience.

Mark Washington, City Manager asked how do we get our community understand that this is a national problem, not just a GRPD/community issue? Individual incidents gets attached to a broader perception



## MINUTES OF MEETINGS ON OCTOBER 24, 2018

that police are the problem—we have to let people know that the problem of police interaction with children and youth is the reality of children having the capacity to have and use a weapon—officer and public safety concerns are real—want to land the plane tonight. Ed Kettle spoke to the need for a moratorium on new studies for a year—we need to get to action.

Ron Davis expressed the need to manage community expectations about what impact the 38 recommendations will lead to—they won't solve all the issues the city is facing. Marques Beene suggested that the presentation give a snapshot of the progress that has been made by GRPD with the Task Force.

### 7:00 pm Community Meeting

#### 1. Welcome and Introductions

Co-Chairs Raynard Ross and Deputy Chief Eric Payne welcomed community members and introduced Mark Washington, the new City Manager, City Commissioners present, and Mayor Rosalynn Bliss. They also recognized both the civilian and sworn participants on the Task Force. Raynard Ross indicated the need to hold ourselves accountable as a community—to be active partners--relationship building is on all of us, not just the police.

#### 2. Welcoming Remarks by Mayor Rosalynn Bliss

Mayor Bliss expressed appreciation for the work of the Task Force and the GRPD over the last year. Seeking to eliminate disparate outcomes in policing requires every single one of us. This is one step in a much longer journey and we are getting there together.

#### 3. Review of Task Force Recommendations

James E. Copple, the facilitator for the Task Force, reviewed the process the Task Force used the last year to review the policies and procedures most likely to impact or reduce disparate policing outcomes.

Co-Chairs Raynard Ross and Deputy Chief Eric Payne reviewed the 38 recommendations covering Staffing & Deployment, Internal Affairs, Training, Youth Policy, Community Policing & Crime Reduction and Recruitment & Hiring.

#### 4. Review of Assessment of GRPD's Implementation of Task Force Recommendations

Ron Davis, 21CP, reported out to the community on the overall recommendations adopted by the Task Force. His remarks centered on the following key points:

- Staffing and deployment is the first step to reducing disparate policing outcomes—where and how you are deploying officers and what they are doing determines what your results are. If all you have is a hammer, then everything you see is a nail.
- Internal Affairs is very strong. It is important to have transparency and accountability in order to address and reduce disparate outcomes.





## MINUTES OF MEETINGS ON OCTOBER 24, 2018

- Training is critical to institutionalizing changes in policies and protocols.
- Community oriented policing and problem solving are critical, if all you are doing is enforcement, and you are concentrated in minority communities then you are going to get disparate outcomes.
- A diverse workforce does make for a more informed and responsive department. The city plays a critical role in hiring, there were very few new recommendations here, because the city and the GRPD are already doing the right kind of things.

Ron Davis then provided an update on the six pillars in The President's Task Force on 21st Century Policing and how 21CP used that as a framework for their analysis of how the GRPD stacks up and informed the feedback from 21CP. The final report will have a chart identifying what GRPD is doing related to those action steps.

Grand Rapids has a solid department, strongly trained, in the top 4% in the country (accredited by CALEA). The biggest areas for improvement are found in Pillar 2 (Policy & Oversight) and Pillar 4 (COP & Crime Reduction). For Pillar 2 - Policy and Oversight, the City should think about whether a collaborative process of citizen oversight is necessary. For Pillar 4 - COP and Crime Reduction, focus on evidence-based practices that don't over-police communities of color but establish public safety and officer safety. COP is moving to community partnership—where the community is part owner of the table itself.

The Lamberth Study still requires ongoing data collection and analyses—it's time to take the test—to collect and analyze your own data and use it every day to make decisions about how to select your staff and deployment strategies.

Publishing open data is very important. Kudos to the GRPD for publishing policies, that is an important step toward accountability and transparency. Providing regular updates to the community will keep a healthy focus on whether or not things are moving in the direction you want.

I applaud the chief, it has been an honor to work with the Task Force, and such a high-quality department. I work with Chicago where it requires a court order for reforms, but Grand Rapids has a strong department with an engaged community—you have the opportunity to get there in a constructive way.

### 5. James Copple--Community Small Group Discussions – What is Next for Implementation?

The 100+ community members were seated at round tables for small group discussions with the Task Force members. The small groups were asked to review the 38 recommendations and choose their top five recommendations for immediate next steps. They also were asked to discuss specific ways the community can better engage the GRPD to assure implementation of recommendations? Report outs from every table were shared.



## MINUTES OF MEETINGS ON OCTOBER 24, 2018

6. **Chief Dave Rahinsky**—In his closing remarks, he expressed appreciation for the involvement of the community and the GRPD in having these difficult but important conversations.

7. **Mark Washington, City Manager**—Expressed appreciation to the Task Force members for their time commitment as volunteers to this important work. He also recognized the work of 21CP as the technical advisor to the Task Force and the GRPD. Anita Hitchcock, City Attorney was recognized for her role as the behind the scenes facilitator to make sure the Task Force was able to carry out and complete its work. Chief Rahinsky was recognized for his work in improving relationships with community and the role of the entire GRPD.

“In order to improve any relationship, you have to be able to listen, we have been able to listen to community. We have listened to the Task Force, the Lamberth study, 25 recommendations from the SAFE Task Force, the 10 Point plan, the deployment study, and the Grand Valley State Study on community relations. We now have to move beyond listening and start acting—otherwise we are just having conversations. In November the Commission will begin acting on the studies and recommendations—we will need to figure out how to prioritize and respond to the next steps.

### 8:30-9:00 pm Task Force Debriefing of Community Meeting

The meeting went better than we could have anticipated. High level of community engagement and feedback on the overall recommendations. It was a good ending to the work of the Task Force. The Task Force recommendations are now with the GRPD and the City for response.

Mark Washington, the new city manager, expressed appreciation for the work of 21CP and the GRPD. Now we need the GRPD to move this forward—need to prioritize by Nov. 13th the matrix of action items to create a timeline for implementation.